Publications on Public Administration and Finance 1977-1997

United Nations

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DIVISION OF PUBLIC ECONOMICS AND PUBLIC ADMINISTRATION
Public Administration and Finance

The following pages contain a list of the publications prepared by the Division emanating from its work programme in the field of public administration and finance. Also included are publications on national execution. The list includes studies and seminar reports and papers, arranged under broad subject headings.

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LEGEND

Language availability:

A - Arabic
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E - English
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I. Public Administration

Public Administration-General

***Elections: perspectives on establishing democratic practices.* 1997. 58 p.**

UN Symbol: ST/TCD/SER.E/31
ISBN: 92-1-123121-3
Sales No.: E.97.II.H.1
Language availability: E, S
Price: $10.00

Compilation of two papers commissioned by the United Nations on guidelines on electoral assistance. The first paper, "African Elections in Comparative Perspective" examines how the electoral process is viewed by the public at large while "Techniques for Effective Election Management" concentrates on the technical, logistical and managerial problems associated with efficient election administration. Useful reference material for election administrators.

***Social Management: some strategic issues.* 1997. 106 p.**

UN Symbol: ST/TCD/SER.E/44
Language availability: E
Price: Free

This two- part document analyses the role of public administration in promoting social development. Part one considers the paradigm that is emerging in managerial theory, discusses the State's role in socio-economic development and describes the social situation and the main problems in Latin America. Part two reviews various strategic problems related to efficient social management, including modernization of the State for social development, training of social managers and the impact of organizational variables in social reform. The report also contains strategies for the future.

***United Nations directory of agencies and institutions in public administration and finance/Répertoire de l'Organisation des Nations Unies relatif aux organismes et institutions s'occupant de l'administration publique et des finances/Guía de las naciones Unidas de organismos e instituciones que se ocupan de la administración pública y finanzas.* 1997. 169 p**

UN Symbol: ST/TCD/SER.E/23
ISBN: 92-1-023066-3
Sales No.: E.97.II.H.2
Language availability: E
Price: $25.00

This is an update of the Directory which was first issued in 1970 and revised in 1973 and 1981. The Directory contains the responses of 43 countries providing information relating to national policy formation, national planning and development, coordination of technical cooperation, administrative reform and management improvement, budget and financial administration, financial institutions, personnel administration, national support service agencies, rural and local government development, regulatory administration and professional associations. The report contains countries listed alphabetically with titles, addresses and telephone and fax numbers and a short description of functions.

***Public administration and social development. Stockholm, Sweden, 16-20 October 1995.* 1997. 48 p.**

UN Symbol: DDSMS/SEM.96/1
Language availability: E
Price: Free

The meeting, held in Stockholm by the United Nations and the Government of Sweden 16 - 20 October 1995, discussed the implementation gap between policy design and actual outcomes, and looked at ways to make social development a reality in the daily lives of people around the world. Experts presented assessments of problems encountered in their countries and addressed

questions on policy-making and coordination, institutional structures, decentralization, management style, social development, financing, accountability, implementation and cooperation with international agencies. Recommendations were presented to the General Assembly for consideration as part of the agenda of the resumed fiftieth session on public administration and development.

***Public administration and development: the cases of Egypt and Jordan. 1996.* 96 (in various paging) p.**

Language availability: E
Price: Free

This publication discusses the key elements of governance and development and their impact on public administration in Egypt and Jordan. It contains two papers describing these countries experiences. The first paper examines the development context, the policy process, the decision support system and the changing economic and social roles of government in Egypt. The second study, on Jordan, identifies the changes in government that have influenced and shaped the role of the public sector and shows how the government has responded to the need for administrative development to cope with changes in the domestic, regional and international environment.

***Elections in the peace process in Mozambique: record of an experience.* 1996. 73 p.**

UN Symbol: ST/TCD/SER.E/41
Language availability: E
Price: Free

This publication describes the stages of the electoral process in Mozambique which led to the establishment of a new, legitimate government in October 1994. It provides the background and main components of the electoral system, and analyses the planning and management of the process.

***Les changements et les nouvelles tendances en matière d'administration publique et des finances.* 1996. 94 p.**

Language availability: F
Price: Free

Etude entreprise pour le compte du Département des services d'appui et de gestion pour le développement, ONU, par le Centre africain de formation et de recherche administratives pour le développement (CAFRAD) et portant sur trois pays d'Afrique francophone (Mali, Sénégal et Tunisie) analysés respectivement par trois spécialistes nationaux. L'etude dresse un bilan complet des efforts de réforme et de modernisation administrative dans les trois pays.

***Cambios y tendencias en administración pública y finanzas.* 1996. 200 p.**

Language availability: S
Price: Free

La publicación abarca las principales tendencias de cambio en cinco paises de América Latina durante la última década. Se describen los distintos programas de reforma en ejecución en Argentina, Colombia, Ecuador, México y Venezuela frente a la mundialización de las economías, las exigencias de democratización, la participación popular y la influencia de los avances tecnológicos. El estudio recopila información sobre las estrategias de reforma que están siendo ejecutadas en estos países. El objetivo general de la publicación es compilar los resultados de las investigaciones respecto a los ejes fundamentales del proceso de rediseño del estado y la modernización de la administración pública, con el fin de evaluar los principales avances que se registran en la región y presentar las líneas de acción hacia el futuro.

***Participation of stakeholders: some strategic issues.* Occasional paper 2. 1995. 7 p.**

Language availability: E
Price: Free

This publication provides some thoughts and perspectives on participation, as based on the experience of Latin America. It presents some of the trends within the regions social situation and, within the framework of those trends, it identifies and examines a group of strategic obstacles to participation that affect intervention in both the formulation of social strategies and the implementation of social projects. Some recommendations are made.

Towards a new paradigm for state action in the social sphere: guidelines for an action plan for the strengthening of public administration and the management

***of social policies. Summary and main reports.* 1995. 36 p.**

UN Symbol: DPADM/SEM.96/2
Language availability: E/S
Price: Free

This is the main report of a regional study on public administration and social policy in Latin America. It provides guidelines for an action plan to strengthen public administration and institutional capacity in order to formulate and administer social policy in Latin America and the Caribbean. Eight countries participated in the study: Argentina, Barbados, Bolivia, Costa Rica, Ecuador, Jamaica, Mexico and Venezuela. The report discusses the advancement of women, environmental management, employment policies, educational administration and compensatory social programmes. It provides an overview of the institutional context, structures and procedures relevant to the formulation of social policy and the new orientation for state action in the social sector. A summary report is also available.

***Economic management reform in transition countries.* 1995. 114 p.**

Language availability: E
Price: Free

Report of an interregional seminar held in Bishkek, Republic of Kyrgyzstan, from 21 - 23 December 1993. The report contains summary proceedings and technical papers on experiences in economic transformation of China, the Republic of Kyrgyzstan, Laos, Mongolia, Turkmenistan and Viet Nam. The objective of the report is to assist governments of transition countries in designing effective and appropriate management policies and strategies to accelerate transformation, restructuring and integration into the world economy. The emphasis is on domestic and external policy reform within the framework of comprehensive, medium-term macroeconomic policy and strategies, as well as on creating linkages between domestic and external policy reform to foster economic integration.

***Governance and structural transformation in transitional economies. Report of the meeting. Moscow, USSR, 23-26 September 1991.* 1992. 237 p.**

UN Symbol: TCD/SEM.92/12 - INT-91-R75
Language availability: E
Price: Free

The report contains the proceedings and papers of the seminar held in Moscow from 23 - 26 September 1991. It provides guidelines on regulating the transformation process, particularly in legal areas by suggesting the development of a legal framework; in the social sector to protect vulnerable groups; in the financial field by promoting the development of a capital market; and in the environmental field to stop environmental degradation during the transformation process. It also suggests that governments should adapt and be strengthened in their policy analysis role to organize and facilitate the transition.

***Laws and regulations on government information systems. Administrative Innovations Series, No. II.* 1988. 132 p.**

Language availability: E
Price: Free

This document describes the basic legal and regulatory issues related to the introduction and development of government information systems. Specifically, it deals with practical examples from France, Japan, Sweden, the United Kingdom and the United States.

***Popular participation in economic and social development.* 1986. 223 p.**

UN Symbol: TCD/SEM.85/6
Language availability: E
Price: Free

This publication reviews major trends and issues in popular participation and contains technical papers of the international seminar held in Ljubljana, Yugoslavia, 17 - 25 May 1982. The main objective of the seminar was to compare national policies, institutions and experiences regarding the participation of all sectors of society in their economic and social development, as well as collective bargaining, worker participation in management, and workers self-management. The publication, which includes the report of the seminar, is intended to contribute to the dialogue on pertinent issues and adoption of policies for popular participation in development. It also can be used as training material for public officials.

***Issues and priorities in public administration and finance in the Third United Nations Development Decade.* 1984. 27 p.**

UN Symbol: ST/ESA/SER.E/34

ISBN: 92-1-123046-2
Sales No.: E.83 .II.H.4
Language availability: E/S
Price: $7 00

This monograph is based on the report of the sixth meeting of experts on the United Nations programme in public administration and finance. The meeting discussed major developments in public administration and finance in developing countries and recommended actions, at both the national and international levels, to increase administrative and managerial capabilities for development. The monograph analyses the challenges and constraints in specific aspects of development administration, reviews national actions to enhance the development capacities of public administration and finance systems and considers alternative systems for the delivery of development services that would increase the effectiveness of resource management and achieve cost efficiencies at the same time. It provides guidelines to formulate objectives and priorities in overall systems and in their various components so that new management packages can be better attuned to changing circumstances. Issues and priorities are geared primarily to national authorities and administrators engaged in deciding and implementing policies and programmes to reform public administration and finance systems in developing countries. The monograph may also be of interest to research and training institutions and to professionals working in development administration.

Regulatory administration for national development: report of an interregional seminar. Bangkok, Thailand, 9-13 May 1983. **1984. 130 p.**

UN Symbol: TCD/SEM.84/4
Language availability: E
Price: Free

This report reviews the actual policies and administrative measures designed to improve regulatory administration with special reference to the facilitation of investment, particularly from external sources. The purpose of the study is to broaden knowledge of the topic; ascertain the priority areas for action by national governments; and identify possibilities of international support for national measures. The report reviews regulatory practices, particularly in market-economy countries, and the regulation and promotion of investment in developing countries. It also contains findings and suggestions to improve regulatory administration for national development. Finally, the report discusses experiences of Brazil, China, Côte d'Ivoire, India, Indonesia Malaysia, Mexico, Venezuela and Zaire, in specific areas of regulatory policy and identifies various approaches to regulatory reform.

Network for the United Nations programme in public administration and finance: report of an expert working group. Alcalá de Henares, Spain, 9-15 December 1981. **1983. 31 p.**

UN Symbol: ST/ESA/SER.E/30
ISBN: 92-1-123007-1
Sales No.: E.82.I I.H.3
Language availability: E/F/S/R/C/A
Price: $7.00

The report contains conclusions and recommendations including, inter alia, that the Development Administration Division of the United Nations Department of Technical Cooperation for Development should establish a network for more regular, frequent and deliberate sharing of experience and exchanges of information with the development administration community.

Changes and trends in public administration and finance for development, second survey, 1977-1979. **1982. 92 p.**

UN Symbol: ST/ESA/SER.E/27
ISBN: 92-1-123009-8
Sales No.: E.82.II.H.1
Language availability: E/F/S
Price: $10.00

The survey is divided into three parts. Parts one and three highlight critical issues in a number of fields in public administration, public finance, and public enterprises. The discussions are general in nature with a slant towards a regional perspective on changes and trends. Part two focuses on development in public personnel systems. Specifically, it discusses human resources planning and recruitment in the public service. It also reviews various issues associated with classification and compensation, career development and training in the public sector.

***United Nations directory of agencies and institutions in public administration and finance. Revised.* 1981. 289 p.**

UN Symbol: ST/TAO/M/47/Rev.2
ISBN: 92-1-023001-9
Sales No.: E.81.II.H.1
Language availability: E/F/S
Price: $20.00

The purpose of the directory is to facilitate the exchange of information and technical cooperation among developing countries in public administration and finance. It is also designed to provide public officials and technical assistance experts in developing countries with names and addresses of organizations where reference materials can be obtained or external training and research programmes arranged.

***Priority areas for action in public administration and finance in the 1980s.* 1981. 19 p.**

UN Symbol: ST/ESA/SER.E/26
Sales No.: E.81.II.H.2
Language availability: E/F/ S/R
Price: $2.50

This publication is based on the report of the fifth meeting of experts on the United Nations programme in public administration and finance held in New York in January 1980. The publication deals with various problems of development administration and finance which were to deserve special attention in the 1980s. The emphasis is on identifying strategic needs and requirements in these fields, and on measures of international support that developing countries may need to meet them. It is addressed primarily to national authorities in charge of policies and reforms of public administration and finance systems in developing countries. It may also be useful to professional bodies and research and training institutions interested in development administration problems of developing countries.

***Handbook on the improvement of administrative management in public administration.* 1979. 67 p.**

UN Symbol: ST/ESA/SER.E/19
Sales No.: E.79.II.H.3
Language availability: E/F/S
Price: $6.00

This publication focuses on organization and methods as instruments of management improvement. It contains a synthesis of different experiences based upon the study and critical analysis of management improvement policies, programmes and practices as well as associated problems in several countries of Africa, the Caribbean and Western Asia. Part one of the publication concerns internal arrangements and use of local staff resources as part of the measures used to effect management improvement. Part two presents the approaches to utilizing outside management consulting assistance and part three contains general conclusions.

***Survey of changes and trends in public administration and finance for development, 1975-1977.* 1978. 91 p.**

UN Symbol: ST/ESA/SER.E/17
Sales No.: E.78.II.H.7
Language availability: E/S
Price: $7.00

The central theme of this survey is the importance of public administration and finance in planned development. Particular attention is paid to the increasing role of government in the development process, the political environment of public administration and the international context for cooperation. The survey covers two subject areas: organizing public administration for planned development, and the machinery and processes for planning. The survey also reviews the human resources aspect of public services. Detailed consideration is given to the role of training and methods for human resources development. Sections of the survey on changes and trends in finance include such topics as budgeting and planning, tax administration, accounting and auditing. Finally, experiences in implementing four major strategies to increase the capabilities of public administration and finance systems -- administrative reform, institution building, sociopolitical and administrative planning strategies -- are described and evaluated in terms of their objectives, scopes, strengths and weaknesses.

***Strengthening public administration and finance for development in the 1980s: issues and approaches.* 1978. 37 p.**

UN Symbol: ST/ESA/SER.E/13
Sales No.: E.78.II.H.6

Language availability: E/F/S
Price: $3.00

This publication is based primarily on the report of the fourth meeting of experts on the United Nations programme in public administration and finance held at United Nations Headquarters in September 1977. It identifies critical areas in public administration and finance which governments of developing countries should consider to improve their managerial capabilities in order to meet changing demands of national development in the 1980s. The publication should also be of interest to academic institutions as it identifies major areas of research in public administration and finance for development.

Administrative Reforms

Administrative reforms: country profiles. **1997. 152 p.**

UN Symbol: ST/TCD/SER.E/55
Language availability: E
Price: Free

This report contains the country profiles in administrative reform of five Asian countries: China, Japan, Korea, the Philippines and Thailand. It outlines the experience of each country and provides good reference points for other countries. It is published in binder format.

Public sector management reform in Asia and the Pacific; state-private relationships in a changing context. **1997. 420 p.**

UN Symbol: ST/TCD/SER.E/51
Language availability: E
Price: Free

The purpose of this study is to highlight governance issues that affect the successful implementation of poverty alleviation policies and programmes. It discusses aspects of government - private sector relationships in seven Asian countries -- Malaysia, Singapore, Philippines, Thailand, India, Nepal, and Fiji. The countries were selected for their variety including such factors as: contrast in size, per capita income, level of state intervention, government interest and commitment to reform, and national success in particular reforms. The publication includes country papers prepared by national professionals from those countries.

Public sector management reform in Asia and the Pacific; strategies for resource use and efficiency. **1997. 373 p.**

UN Symbol: ST/TCD/SER.E/49
Language availability: E
Price: Free

The purpose of this study is to highlight governance issues that affect the successful implementation of poverty alleviation policies and programmes. It discusses aspects of public resource management in seven countries -- Malaysia, Singapore, Philippines, Thailand, India, Nepal, and Fiji. The countries were selected for their variety including such factors as: contrast in size, per capita income, level of state intervention, government interest and commitment to reform, and national success in particular reforms. The publication includes country papers prepared by national professionals from those countries.

Les changements et les nouvelles tendances en matière d'administration publique et des finances. **1996. 94 p.**

Language availability: F
Price: Free

Etude entreprise pour le compte du Département des services d'appui et de gestion pour le développement, ONU, par le Centre africain de formation et de recherche administratives pour le développement (CAFRAD) et portant sur trois pays d'Afrique francophone (Mali, Sénégal et Tunisie) analysés respectivement par trois spécialistes nationaux. L'etude dresse un bilan complet des efforts de réforme et de modernisation administrative dans les trois pays.

Cambios y tendencias en administración pública y finanzas. **1996. 200 p.**

Language availability: S
Price: Free

La publicación abarca las principales tendencias de cambio en cinco países de América Latina durante la última década. Se describen los distintos programas de reforma en ejecución en Argentina, Colombia, Ecuador, México y Venezuela frente a la mundialización de las economías, las exigencias de democratización, la participación popular y la influencia de los

avances tecnológicos. El estudio recopila información sobre las estrategias de reforma que están siendo ejecutadas en estos países. El objetivo general de la publicación es compilar los resultados de las investigaciones respecto a los ejes fundamentales del proceso de rediseño del estado y la modernización de la administración pública, con el fin de evaluar los principales avances que se registran en la región y presentar las líneas de acción hacia el futuro.

***Decentralization and administrative modernization in Central and East European countries: report of a workshop, Maastricht, the Netherlands, 30 November-3 December 1993.* 1995. 226 p.**

Language availability: E

Price: Free

The report covers the case studies of Bulgaria, the Czech Republic, Hungary, Poland and Slovakia with reference to (1) constitutional and legal perspectives of decentralization and administrative reform; (2) decentralization and local government development; (3) financial decentralization; (4) personnel management and training for central and local governments, and (5) use of information technologies in public personnel management and administrative decentralization. Technical papers on each of the above subjects are provided as well as conclusions and recommendations.

***Vitalizing African public administration for recovery and development.* 1993. 119 p.**

Language availability: E

Price: Free

Research-based publication on the state of public administration and management in Africa, as well as on measures to enhance its capacity. Information is given on the organizational structure of central and local governments, spheres of government involvement, and trends in public service management and performance in 23 African countries. The main objectives of this publication are to identify weaknesses and inadequacies in administrative systems, analyse the causes of such dysfunctions, and propose possible courses of action.

***Administrative modernization in Central and Eastern European countries: A case study on decentralization and public administration. Report of an expert working group meeting, Budapest, Hungary, 17-19 April 1991.* 1992. 23 p.**

UN Symbol: DESD/SEM.92/2

Language availability: E

Price: Free

This report contains the proceedings of the meeting and recommendations to reconstruct the public sector. The report covers the overall political, social and economic transformation processes and resulting challenges to public administration in Bulgaria, Czechoslovakia, Hungary and Poland . It also outlines some important features of the administrative framework in those countries, highlighting both similarities and differences, and looks at the key aspects of administrative modernization at the central, regional and local levels, with a particular focus on intergovernmental relations.

***Size and cost of the civil service: reform programmes in Africa. Report of a seminar, Accra, Ghana, 7-11 October 1991.* 1992. 104 p.**

UN Symbol: DESD/SEM.92/1 - INT-90-R78

Language availability: E

Price: Free

The report emphasizes a "total personnel management" approach which includes effective streamlining and rationalization of total establishments in contrast to a "cut-back" management approach. which refers to staff cuts. The report also reviews cost, size, effectiveness and morale of the civil service in African countries. Finally, it provides some insights into the objectives and strategies of the civil service reform.

***Governance and structural transformation in transitional economies. Report of the meeting, Moscow, USSR, 23-26 September 1991.* 1992. 237 p.**

UN Symbol: TCD/SEM.92/12 - INT-91-R75

Language availability: E

Price: Free

The report contains the proceedings and papers of the seminar held in Moscow from 23 - 26 September 1991. It provides guidelines on regulating the transformation process, particularly in legal areas by suggesting the development of a legal framework; in the social sector to protect

vulnerable groups; in the financial field by promoting the development of a capital market; and in the environmental field to stop environmental degradation during the transformation process. It also suggests that governments should adapt and be strengthened in their policy analysis role to organize and facilitate the transition.

National management consultancy services for administrative development. Administrative Innovations Series, No. III. **1988. 128 p.**

Language availability: E
Price: Free

This document summarizes and synthesizes the findings of five country studies on the development of national management consultancy capabilities for administrative development. Specifically, it reviews the experience of Canada, Japan, Singapore, Sweden, and the United Kingdom.

Selected studies on major administrative reforms. Administrative Innovations Series, No. I. **1988. 88 p.**

Language availability: E
Price: Free

This report focuses on selected studies of major administrative reforms, specifically in Germany, France, Sweden, and the United Kingdom. Part one of the report looks at the national characteristics and general features of administrative reform while part two covers the country case studies.

Issues and priorities in public administration and finance in the Third United Nations Development Decade. **1984. 27 p.**

UN Symbol: ST/ESA/SER.E/34
ISBN: 92-1-123046-2
Sales No.: E.83 .II.H.4
Language availability: E/S
Price: $7.00

This monograph is based on the report of the sixth meeting of experts on the United Nations programme in public administration and finance. The meeting discussed major developments in public administration and finance in developing countries and recommended actions, at both the national and international levels, to increase administrative and managerial capabilities for development. The monograph analyses the challenges and constraints in specific aspects of development administration, reviews national actions to enhance the development capacities of public administration and finance systems and considers alternative systems for the delivery of development services that would increase the effectiveness of resource management and achieve cost efficiencies at the same time. It provides guidelines to formulate objectives and priorities in overall systems and in their various components so that new management packages can be better attuned to changing circumstances. Issues and priorities are geared primarily to national authorities and administrators engaged in deciding and implementing policies and programmes to reform public administration and finance systems in developing countries. The monograph may also be of interest to research and training institutions and to professionals working in development administration.

Enhancing capabilities for administrative reform in developing countries. **1983. 34 p.**

UN Symbol: ST/ESA/SER.E/31
ISBN: 92-1-123006-3
Sales No.: E .83.II.H.2
Language availability: E
Price: $7.00

This publication is aimed at strengthening public administration systems in developing countries through administrative reform actions. It reviews major concepts, processes and strategies of administrative reform and discusses data collection and processing to plan administrative reform strategies and monitor and evaluate results. The main goal is the enhancement or creation of reform capabilities in developing countries.

Priority areas for action in public administration and finance in the 1980s. **1981. 19 p.**

UN Symbol: ST/ESA/SER.E/26
Sales No.: E.81.II.H.2
Language availability: E/F/ S/R
Price: $2.50

This publication is based on the report of the fifth meeting of experts on the United Nations programme in public administration and finance held in New York in January 1980. The publication

deals with various problems of development administration and finance which were to deserve special attention in the 1980s. The emphasis is on identifying strategic needs and requirements in these fields, and on measures of international support that developing countries may need to meet them. It is addressed primarily to national authorities in charge of policies and reforms of public administration and finance systems in developing countries. It may also be useful to professional bodies and research and training institutions interested in development administration problems of developing countries.

***Survey of changes and trends in public administration and finance for development, 1975-1977.* 1978. 91 p.**

UN Symbol: ST/ESA/SER.E/17
Sales No.: E.78.II.H.7
Language availability: E/S
Price: $7.00

The central theme of this survey is the importance of public administration and finance in planned development. Particular attention is paid to the increasing role of government in the development process, the political environment of public administration and the international context for cooperation. The survey covers two subject areas: organizing public administration for planned development, and the machinery and processes for planning. The survey also reviews the human resources aspect of public services. Detailed consideration is given to the role of training and methods for human resources development. Sections of the survey on changes and trends in finance include such topics as budgeting and planning, tax administration, accounting and auditing. Finally, experiences in implementing four major strategies to increase the capabilities of public administration and finance systems -- administrative reform, institution building, sociopolitical and administrative planning strategies -- are described and evaluated in terms of their objectives, scopes, strengths and weaknesses.

Civil Service Reform

***Pan-African conference of ministers of civil service: report of the conference, Tangier, Morocco, 20-21 June 1994.* 1995. 67 p.**

UN Symbol: INT-93-R94
Language availability: E
Price: Free

The conference looked at the most recent experiences in strengthening human resources management in African civil services; defined the modalities to improve efficiency as well as relationships between civil service ministries and their partners and clientele; and identified efficient ways to achieve cooperation among African countries and the external agencies working with them.

***Women in public management: increased role in policy-making.* 1995. 106 p.**

UN Symbol: INT-90-X01
Language availability: E
Price: Free

This publication provides background material and recommendations for action plans to increase women's participation in public management, based on the deliberations of two workshops. The first one was held in Kuala Lumpur, Malaysia, and the second one in Ljubljana, Yugoslavia. The specific recommendations for action plans in the report follow the five key themes of both workshops: (1) state of the art of public/private sector personnel systems for optimal use of human resources; (2) gender stereotyping and its effects on the advancement of women; (3) strategies for combining/balancing the multiple roles of women between working life and home life; (4) barriers to women's advancement in the public and private sectors; and (5) suggestions for civil service and administrative reforms including national training and networking for the advancement of women. The report also includes case studies on women in the United Nations Secretariat, the Tokyo Metropolitan Government, and public enterprises, in order to benefit from a broader range of experiences in this area. The materials are expected to help individuals and organizations interested in increasing participation of women and in productively utilizing human resources in public management.

***Human resources development in civil service systems: report of an interregional technical meeting held in Manila, the Philippines, 4-11 December, 1991.* 1994. 82 p.**

UN Symbol: DESD/SEM.92/12

Language availability: E
Price: Free

Report on experiences of governments from various regions. In it are conclusions based on participants' observations on applicability and adaptability to a wide variety of national circumstances, e.g. the utility of sharing and analysing experiences in administrative innovation and encouraging the United Nations programme on public administration and finance to continue its work with governments to develop and modernize systems of human resources management and development.

Size and cost of the civil service: reform programmes in Africa. Report of a seminar, Accra, Ghana, 7-11 October 1991. **1992. 104 p.**

UN Symbol: DESD/SEM.92/1 - INT-90-R78
Language availability: E
Price: Free

The report emphasizes a "total personnel management" approach which includes effective streamlining and rationalization of total establishments in contrast to a "cut-back" management approach. which refers to staff cuts. The report also reviews cost, size, effectiveness and morale of the civil service in African countries. Finally, it provides some insights into the objectives and strategies of the civil service reform.

Reforming civil service systems for development: report of an interregional semina, Beijing, People's Republic of China, 14-24 August 1985. **1985. 50 p.**

UN Symbol: TCD/SEM.85/7 - INT-85-R61
Language availability: E
Price: Free

This report contains a summary of the discussions on: (1) politics and the civil service; (2) productivity and accountability in the civil service; (3) civil service training and career development; (4) pay and conditions in the civil service; (5) strategies of civil service reform; and (6) United Nations assistance in follow-up actions to reform civil service systems. Due to each country's specific nature of civil service reform, the report reflects mainly broad concepts and principles. It also highlights common dimensions identified by the participants and illustrates the merits of various approaches and strategies. It should be of special interest to both academics and practitioners in civil service management.

Decentralization

Public sector management reform in Asia and the Pacific: decentralization planning and economic management. **1997. 305 p.**

UN Symbol: ST/TCD/SER.E/50
Language availability: E
Price: Free

The purpose of this study is to highlight governance issues that affect the successful implementation of poverty alleviation policies and programmes. It discusses aspects of decentralized planning and economic management in seven Asian countries -- Malaysia, Singapore, Philippines, Thailand, India, Nepal, and Fiji. The countries were selected for their variety including such factors as: contrast in size, per capita income, level of state intervention, government interest and commitment to reform, and national success in particular reforms. The publication includes country papers prepared by national professionals from those countries.

Local governance: report of the United Nations global forum on innovative policies and practices in local governance. Gothenburg, Sweden, 23 - 27 September 1996. **1997. 84 p.**

UN Symbol: ST/TCD/SER.E/40
Language availability: E
Price: Free

Report of the United Nations global forum on innovative policies and practices in local governance held in Gothenburg, Sweden from 23 to 27 September 1996. The report discusses innovative aspects of the relationship between central and local governments with a view to decentralizing and strengthening mobilization of civil society. It highlights issues of the public service provision, management of local government and fiscal management.

***Good local government and sustainable development (Asia region): the final report of a round table for senior policy makers. Islamabad, Pakistan, 5-8 May 1997.* 1997. 30 p.**

UN Symbol: ST/TCD/SER.E/48
Language availability: E
Price: Free

Report of the meeting, held in Islamabad, Pakistan, 5-8 May 1997, discusses ways of achieving good governance at the local level through strengthening local government institutions and initiating effective decentralization strategies. The report highlights the value of technical cooperation partnerships between local authorities as well as NGOs in different countries, including many within Asia. Also discussed, is the need to establish a regional information centre.

***Metropolitan governance: toward a new urban century. Proceedings of the World Conference. Tokyo, Japan, 20-23 April 1993.* 1997. 410 p.**

UN Symbol: ST/TCD/SER.E/43
Language availability: E
Price: Free

Report of the conference held in Tokyo, 20 - 23 April 1993. It contains the proceedings and papers of the conference. The main objective of this report is to delineate the problems and potential of metropolitan governance, to identify the best practices and strategies, and to call for modern metropolitan governance approaches for increased sustain ability, as required in a global age and a new urban century. Major policy management issues include: creating a better urban structure, strengthening social services, and improving the metropolitan environment. Recommendations adopted by the conference are included.

***Public administration and social development. Stockholm, Sweden, 16-20 October 1995.* 1997. 48 p.**

UN Symbol: DDSMS/SEM.96/1
Language availability: E
Price: Free

The meeting, held in Stockholm by the United Nations and the Government of Sweden 16 - 20 October 1995, discussed the implementation gap between policy design and actual outcomes, and looked at ways to make social development a reality in the daily lives of people around the world. Experts presented assessments of problems encountered in their countries and addressed questions on policy-making and coordination, institutional structures, decentralization, management style, social development, financing, accountability, implementation and cooperation with international agencies. Recommendations were presented to the General Assembly for consideration as part of the agenda of the resumed fiftieth session on public administration and development.

***Metropolitan governance: patterns and leadership. Quito, Ecuador, 18-20 April 1995.* 1996. 188 p.**

UN Symbol: ST/TCD/SER.E/30
Language availability: E
Price: Free

Report of the high-level interregional meeting held in Quito, 18 - 20 April 1995. The report synthesizes inputs by the United Nations Secretariat and technical experts, as well as from the debate. It contains a comprehensive account of the meeting, including the experts' papers and final recommendations. It can be used as a manual on training and metropolitan management development in large cities as well as a reference for metropolitan governance reforms.

***Decentralization and administrative modernization in Central and East European countries: report of a workshop. Maastricht, the Netherlands. 30 November-3 December 1993.* 1995. 226 p.**

Language availability: E
Price: Free

The report covers the case studies of Bulgaria, the Czech Republic, Hungary, Poland and Slovakia with reference to (1) constitutional and legal perspectives of decentralization and administrative reform; (2) decentralization and local government development; (3) financial decentralization; (4) personnel management and training for central and local governments, and (5) use of information technologies in public personnel management and administrative decentralization. Technical papers

on each of the above subjects are provided as well as conclusions and recommendations.

***Descentralización en América latina y su financiamiento: informe del seminario celebrado en Santa Cruz de la Sierra, Bolivia, 3-5 de noviembre de 1993.* 1994. 144 p.**

UN Symbol: DDSMS/SEM.94/3 - INT-93-R76
Language availability: S
Price: Free

El Seminario fue patrocinado por el Departamento de Apoyo al Desarrollo y de Servicios de Gestión de las Naciones Unidas y el Centro Latinoamericano de Administración para el Desarrollo. Se desarrolló dentro del cuadro de un programa interregional de apoyoa la descentralización y a la formación de funcionarios locales organizado por el dicho departamento. El seminario puso su enfoque en la dimensión financiera, cuya importancia es esencial en la descentralización. En efecto, el equilibrio financiero del sector público ha sido motivo determinante de muchas políticas descentralizadoras adoptadas en la región. El seminario estudió tres temas principales: la coordinación intergubernamental de los ingresos y los gastos; las competencias y la financiación de los programas de lucha contra la pobreza; y el desarrollo institucional para la dimensión financiera de la descentralización. El informe contiene conclusiones y recomendaciones, una agenda futura, dos documentos de consultores y siete anexos.

***Seminar on decentralization in African countries. Banjul, the Gambia, 27-31 July 1992.* 1993. 178 p.**

UN Symbol: DESD/SEM.93/1 - INT-92-R81
Language availability: E
Price: Free

This publication contains the proceedings of the seminar, including conclusions and recommendations as well as the expert papers prepared for the seminar on five major themes: (1) organization and structural issues; (2) central-local relationships; (3) training and development of local government personnel; (4) local government finance; and (5) the accountability and responsiveness of local governments.

***World conference on metropolitan governance: city reports and technical papers. UN/Tokyo Metropolitan Government. Tokyo, Japan, 20-23 April 1993.* 1993. 335 p.**

Language availability: E
Price: Free

The report contains the themes of the conference as discussed in the plenary and in working group sessions. Topics covered include metropolitan governance in the global age, creating a better urban structure, strengthening social services and improving the metropolitan environment. The report contains the address by the Governor of Tokyo; reports of the working groups; and recommendations of the conference. The Tokyo Declaration on metropolitan governance is also included.

***Report of the interregional seminar on metropolitan management with special reference to urban structure, poverty and environmental protection. Rio de Janeiro, Brazil, 13-16 May 1991.* 1992. 58 p.**

UN Symbol: TCD/SEM.92/4 - INT-90-R75
Language availability: E
Price: Free

The report focuses on management practices and deficiencies in alleviating poverty, sustaining environmental protection and securing optimum urban structures in metropolitan areas. Special emphasis is given to three main areas: internal management systems and processes, financial management and fiscal policy, and intergovernmental management. The report contains the proceedings of the seminar, summaries of the case studies presented, and recommendations for a metropolitan management agenda.

***Administrative modernization in Central and Eastern European countries: A case study on decentralization and public administration. Report of an expert working group meeting. Budapest, Hungary, 17-19 April 1991.* 1992. 23 p.**

UN Symbol: DESD/SEM.92/2
Language availability: E
Price: Free

This report contains the proceedings of the meeting and recommendations to reconstruct the public sector. The report covers the overall political, social and economic transformation processes and resulting challenges to public administration in Bulgaria, Czechoslovakia, Hungary and Poland . It also outlines some important features of the administrative framework in those countries, highlighting both similarities and differences, and looks at the key aspects of administrative modernization at the central, regional and local levels, with a particular focus on intergovernmental relations.

***Séminaire sur la décentralisation en Afrique. Tunis, Tunisia, 10-14 fevrier 1992.* 1992. 78 p.**

UN Symbol: DESD/SEM.92/1 - INT-91-R78
Language availability: F
Price: Free

Le séminaire a été organisé dans le cadre du Programme régional d'appui à la décentralisation et à la formation des fonctionnaires locaux afin d'étudier les politiques de décentralisation mises en oeuvre dans les pays africains francophones qui y étaient représentés. Les débats ont porté sur quatre thèmes: répartition des compétences; relations financières entre l'Etat et les collectivités locales; gestion locale et participation populaire; effectifs, statut et formation du personnel local. Le rapport contient une synthèse des documents nationaux présentés et un résumé des discussions avec recommandations, suivis de six annexes.

***Changes and trends in public administration and finance for development, second survey, 1977-1979.* 1982. 92 p.**

UN Symbol: ST/ESA/SER.E/27
ISBN: 92-1-123009-8
Sales No.: E.82.II.H.1
Language availability: E/F/S
Price: $10.00

The survey is divided into three parts. Parts one and three highlight critical issues in a number of fields in public administration, public finance, and public enterprises. The discussions are general in nature with a slant towards a regional perspective on changes and trends. Part two focuses on development in public personnel systems. Specifically, it discusses human resources planning and recruitment in the public service. It also reviews various issues associated with classification and compensation, career development and training in the public sector.

Environmental Management

***Implementing sustainable development: experiences in sustainable development administration.* 1995. 230 p.**

UN Symbol: DDSMS/SEM.95/1-INT-91-R71
Language availability: E
Price: Free

This publication contains country papers prepared for the interregional seminar on the role of public administration in environmental management held in Berlin, in June, 1991. Papers identify potential solutions to problems encountered in the implementation of environmental programmes and provide an analysis of environmental administration with a view to gleaning useful lessons and insights into the central operational challenges of sustainable development. The analysis concludes that making things work in a complex political environment in which fiscal scarcity is the rule means that environmental administration is a challenge to excel in the art of the feasible. The studies in the publication, are examined along the lines of technical, legal, administrative, fiscal, political, ethical, and cultural feasibility.

***Making it work: the challenge of sustainable development administration. Occasional Paper 1.* 1995. 20 p.**

Language availability: E
Price: Free

This article focuses on the administration of sustainable development driven by both domestic and international forces. It notes that environmental administration is constrained by elements of technical, legal, fiscal, administrative, political, cultural, and ethical feasibility. It provides appropriate analyses of each of the identified feasibility contexts.

***Towards a new paradigm for state action in the social sphere: guidelines for an action plan for the strengthening of public administration and the management of social policies. Summary and main reports.* 1995. 36 p.**

UN Symbol: DPADM/SEM.96/2
Language availability: E/S
Price: Free

This is the main report of a regional study on public administration and social policy in Latin America. It provides guidelines for an action plan to strengthen public administration and institutional capacity in order to formulate and administer social policy in Latin America and the Caribbean. Eight countries participated in the study: Argentina, Barbados, Bolivia, Costa Rica, Ecuador, Jamaica, Mexico and Venezuela. The report discusses the advancement of women, environmental management, employment policies, educational administration and compensatory social programmes. It provides an overview of the institutional context, structures and procedures relevant to the formulation of social policy and the new orientation for state action in the social sector. A summary report is also available.

Interregional seminar on the role of the public sector in promoting the economic development of developing countries. Nairobi, Kenya, 9-19 January 1991. **1992. 70 p.**

UN Symbol: TCD/SEM.92/1 - INT-90-R76
Language availability: E
Price: Free

This report contains a discussion summary and recommendations and a review of country case studies. covering the experiences of Argentina, Egypt, Korea, and Poland. The report analyses the role of the public sector in promoting economic development. Specifically, it discusses this role in the areas of planning and development priorities; improving institutional and technical capacities for national and international measures; mobilizing national resources for development; rationalizing public enterprises, including privatization; and environmental concerns.

Role of public administration in environmental management: report of an interregional seminar organized by the United Nations Department of Technical Co-operation for Development in cooperation with the German Foundation for International Development. Volumes I and II. Berlin, Germany, 24-28 June 1991. **1992. Volume I -- 41p., Volume II --138 p.**

UN Symbol: TCD/SEM.91/2 - INT-91-R71
Language availability: E
Price: Free

The report consists of two volumes and includes guidelines and recommendations on seven issues: government policy, institutional and intersectoral cooperation, enforcement mechanisms, decision-making information, environmental education and awareness, human and financial resources, and environmental and economic trade-offs. The goal is to identify potential solutions in the implementation of environmental programmes. In particular, it focuses on ways to improve the training of senior public officials in developing countries and to reconcile developmental needs with environmental protection.

Management

Local governance: report of the United Nations global forum on innovative policies and practices in local governance. Gothenburg, Sweden, 23 - 27 September 1996. **1997. 84 p.**

UN Symbol: ST/TCD/SER.E/40
Language availability: E
Price: Free

Report of the United Nations global forum on innovative policies and practices in local governance held in Gothenburg, Sweden from 23 to 27 September 1996. The report discusses innovative aspects of the relationship between central and local governments with a view to decentralizing and strengthening mobilization of civil society. It highlights issues of the public service provision, management of local government and fiscal management.

Social Management: some strategic issues. **1997. 106 p.**

UN Symbol: ST/TCD/SER.E/44
Language availability: E
Price: Free

This two- part document analyses the role of public administration in promoting social development. Part one considers the paradigm that is emerging in managerial theory, discusses the

State's role in socio-economic development and describes the social situation and the main problems in Latin America. Part two reviews various strategic problems related to efficient social management, including modernization of the State for social development, training of social managers and the impact of organizational variables in social reform. The report also contains strategies for the future.

***Public administration and social development. Stockholm, Sweden, 16-20 October 1995.* 1997. 48 p.**

UN Symbol: DDSMS/SEM.96/1
Language availability: E
Price: Free

The meeting, held in Stockholm by the United Nations and the Government of Sweden 16 - 20 October 1995, discussed the implementation gap between policy design and actual outcomes, and looked at ways to make social development a reality in the daily lives of people around the world. Experts presented assessments of problems encountered in their countries and addressed questions on policy-making and coordination, institutional structures, decentralization, management style, social development, financing, accountability, implementation and cooperation with international agencies. Recommendations were presented to the General Assembly for consideration as part of the agenda of the resumed fiftieth session on public administration and development.

***Guidelines on capacity building for disaster management. Jakarta, Indonesia, 18 - 17 December 1993.* 1996. 467 p.**

UN Symbol: ST/TCD/SER.E/32
Language availability: E
Price: Free

Report of the interregional seminar held in Jakarta, from 13 - 17 December 1993. The seminar was held to assess the current state of disaster management in participating nations and to make recommendations for policy development. This publication gives the proceedings of the seminar and analyses of actual practice in managing disasters in nine countries in Asia and Latin America, and includes reference papers provided by seminar consultants. It also provides recommendations based upon the consensus that small investments in the development of policy and management skills would produce large benefits in increased capacity to reduce risk and respond to natural disasters. The report also includes a concept paper prepared at the seminar to establish an international network in disaster management for sharing scientific knowledge of risk, effective practices for reducing risk, and guidelines for coordinating action in response to shared risk.

***Pan-African conference of ministers of civil service: report of the conference, Tangier, Morocco, 20-21 June 1994.* 1995. 67 p.**

UN Symbol: INT-93-R94
Language availability: E
Price: Free

The conference looked at the most recent experiences in strengthening human resources management in African civil services; defined the modalities to improve efficiency as well as relationships between civil service ministries and their partners and clientele; and identified efficient ways to achieve cooperation among African countries and the external agencies working with them.

***Women in public management: increased role in policy-making.* 1995. 106 p.**

UN Symbol: INT-90-X01
Language availability: E
Price: Free

This publication provides background material and recommendations for action plans to increase women's participation in public management, based on the deliberations of two workshops. The first one was held in Kuala Lumpur, Malaysia, and the second one in Ljubljana, Yugoslavia. The specific recommendations for action plans in the report follow the five key themes of both workshops: (1) state of the art of public/private sector personnel systems for optimal use of human resources; (2) gender stereotyping and its effects on the advancement of women; (3) strategies for combining/balancing the multiple roles of women between working life and home life; (4) barriers to women's advancement in the public and private sectors; and (5) suggestions for civil service and administrative reforms including national training and networking for the advancement of women. The report also includes case studies on women in the United Nations Secretariat, the Tokyo

Metropolitan Government, and public enterprises, in order to benefit from a broader range of experiences in this area. The materials are expected to help individuals and organizations interested in increasing participation of women and in productively utilizing human resources in public management.

***Improving public policy analysis: study material for top executives.* 1993. 179 p.**

UN Symbol: ST/TCD/SER.E/17
ISBN: 92-1-123117-5
Sales No.: E.93.II.H.1
Language availability: E
Price: $25.00

This study material is geared to senior officials with considerable practical experience, but limited formal knowledge in policy analysis. The material focuses on policy analysis and development, public management and the management of large organizations. Includes exercises and bibliography.

***Vitalizing African public administration for recovery and development.* 1993. 119 p.**

Language availability: E
Price: Free

Research-based publication on the state of public administration and management in Africa, as well as on measures to enhance its capacity. Information is given on the organizational structure of central and local governments, spheres of government involvement, and trends in public service management and performance in 23 African countries. The main objectives of this publication are to identify weaknesses and inadequacies in administrative systems, analyse the causes of such dysfunctions, and propose possible courses of action.

***Measures to enhance the capacity of management improvement agencies in developing countries: report of a United Nations expert working group, Brussels, Belgium, 11-15 December 1989.* 1992. 67 p.**

UN Symbol: ST/TCD/SER.E/20
ISBN: 92-1-123116-7
Sales No.: E.92.I I.H.1
Language availability: E
Price: $12.50

The report analyses major issues and practices in management improvement for development and sets out guidelines to strengthen management improvement agencies in developing countries. Two technical papers are also included. One describes the context in which management improvement agencies operate and provides a general framework for discussing their future role; the second one offers a distinctive approach to the problem of management improvement in developing countries.

***Role of public administration in environmental management: report of an interregional seminar organized by the United Nations Department of Technical Co-operation for Development in cooperation with the German Foundation for International Development. Volumes I and II. Berlin, Germany, 24-28 June 1991.* 1992. Volume I -- 41p., Volume II --138 p.**

UN Symbol: TCD/SEM.91/2 - INT-91-R71
Language availability: E
Price: Free

The report consists of two volumes and includes guidelines and recommendations on seven issues: government policy, institutional and intersectoral cooperation, enforcement mechanisms, decision-making information, environmental education and awareness, human and financial resources, and environmental and economic trade-offs. The goal is to identify potential solutions in the implementation of environmental programmes. In particular, it focuses on ways to improve the training of senior public officials in developing countries and to reconcile developmental needs with environmental protection.

***Report of the interregional seminar on metropolitan management with special reference to urban structure, poverty and environmental protection, Rio de Janeiro, Brazil, 13-16 May 1991.* 1992. 58 p.**

UN Symbol: TCD/SEM.92/4 - INT-90-R75
Language availability: E
Price: Free

The report focuses on management practices and deficiencies in alleviating poverty, sustaining environmental protection and securing optimum urban structures in metropolitan areas. Special

emphasis is given to three main areas: internal management systems and processes, financial management and fiscal policy, and intergovernmental management. The report contains the proceedings of the seminar, summaries of the case studies presented, and recommendations for a metropolitan management agenda.

***Corruption in government: Report of an interregional seminar, the Hague, the Netherlands, 11-15 December 1989.* 1990. 116 p.**

UN Symbol: TCD/SEM.90/2
Language availability: E
Price: Free

This report has two parts. Part one covers: (1) national responses; (2) the emerging concerns of illicit drug traffic, debt and economic adjustment, and abuse of state power; (3) administrative implications of government corruption; (4) institutional and practical measures against corruption; (5) corruption and the criminal justice system; and (6) priorities and recommendations. Part two contains three papers prepared for the seminar by experts from Guyana, Greece and Poland.

***National management consultancy services for administrative development. Administrative Innovations Series, No. III.* 1988. 128 p.**

Language availability: E
Price: Free

This document summarizes and synthesizes the findings of five country studies on the development of national management consultancy capabilities for administrative development. Specifically, it reviews the experience of Canada, Japan, Singapore, Sweden, and the United Kingdom.

***Management development: senior administrators.* 1987. 153 p.**

UN Symbol: ST/TCD/SER.E/8
Language availability: E
Price: Free

This publication focuses on management development at the senior administrator level. There has been a growing realization that this area has not received adequate attention and that the formal activities for management development have consequently remained limited. A number of developing countries are accordingly reconsidering policies and programmes geared to the higher rungs in the public services in order to meet the needs of officials whose roles are considered critical in national affairs. The Development Administration Division commissioned a series of papers on the topic. These technical papers, which illustrate different approaches and emphases, are included in the publication in an effort to promote further dialogue on the subject.

***Policy development for increasing the role of women in public management: a guide for human resources development and training, Bangkok, Thailand,* 1987. 225 p.**

UN Symbol: TCD/SEM.87 - INT-86-R59
Language availability: E
Price: Free

Report of the interregional workshop on the career development of managerial women held in Bangkok, Thailand, 23 - 27 February 1987. The report covers the following themes: (1) national trends in applying public personnel management techniques to the advancement of women; (2) career development of women within public sector organizations; (3) job analysis as a method of improving women's career opportunities; (4) methods of enhancing networking among institutions and professionals for advancing women's careers; and (5) training policy and methods for career development of managerial women. The training package can be used by instructors/organizers of training programmes as well as by senior government officials interested in policy development.

***The role of staff colleges and institutes of public administration in developing senior administrators: report of the interregional workshop on senior management development and the role of institutions, Lahore, Pakistan, 20-26 April 1987.* 1987. 115 p.**

UN Symbol: TCD/SEM.87/4 - INT-86-R60
Language availability: E
Price: Free

The publication is divided into two parts. Part one, the report of the workshop, highlights experiences of countries in developing senior adminis-

trators; defines senior administrators and their profiles; provides objectives and characteristics of senior management development programmes; includes techniques and evaluation of senior management development programmes; and summarizes critical issues for staff colleges and institutes of public administration in the 1990s. Part two contains technical papers on the experiences of Australia, France and the United States.

***Management development of senior administrators: report of an interregional workshop. Blantyre, Republic of Malawi, 16-21 December 1985.* 1986. 50 p.**

UN Symbol: ICD/SEM.86/6 - INT-85-R59
Language availability: E/F/S
Price: Free

This report reviews the assumptions, approaches and strategies of senior administrators in management development and formulates guidelines for action by governments. The report presents analytically the role and functions of senior administrators, reviews various approaches to, and strategies for, management development of senior cadres and provides guidelines to promote management development for senior administrators.

***Priority areas for action in public administration and finance in the 1980s.* 1981. 19 p.**

UN Symbol: ST/ESA/SER.E/26
Sales No.: E.81.II.H.2
Language availability: E/F/ S/R
Price: $2.50

This publication is based on the report of the fifth meeting of experts on the United Nations programme in public administration and finance held in New York in January 1980. The publication deals with various problems of development administration and finance which were to deserve special attention in the 1980s. The emphasis is on identifying strategic needs and requirements in these fields, and on measures of international support that developing countries may need to meet them. It is addressed primarily to national authorities in charge of policies and reforms of public administration and finance systems in developing countries. It may also be useful to professional bodies and research and training institutions interested in development administration problems of developing countries.

***Organizational systems for national planning.* 1979. 177 p.**

UN Symbol: ST/ESA/SER.E/18
Sales No.: E.79.II.H.2
Language availability: E
Price: $13.00

The main objectives of this publication are to: (1) study administrative arrangements for development planning; (2) develop a methodology to determine administrative requirements for development plans to improve plan formulation, implementation and control; and (3) identify problems in making administrative planning an integral part of the national planning process. The publication reviews experiences in assigning authority and responsibility for development planning and examines interrelations between levels of an administrative system and processes in the preparation and implementation of development plans. It contains three papers. The first one describes and evaluates the major models of organizational systems for national development planning, with special reference to mixed economies in developing countries. The other two papers use the experience of national development planning in Poland as a point of reference in presenting some of the issues raised in the first paper.

***Handbook on the improvement of administrative management in public administration.* 1979. 67 p.**

UN Symbol: ST/ESA/SER.E/19
Sales No.: E.79.II.H.3
Language availability: E/F/S
Price: $6.00

This publication focuses on organization and methods as instruments of management improvement. It contains a synthesis of different experiences based upon the study and critical analysis of management improvement policies, programmes and practices as well as associated problems in several countries of Africa, the Caribbean and Western Asia. Part one of the publication concerns internal arrangements and use of local staff resources as part of the measures used to effect management improvement. Part two presents the approaches to utilizing outside management consulting assistance and part three contains general conclusions.

***Supply management: towards better use of equipment and material resources in developing countries.* 1978. 60 p.**

UN Symbol: ST/ESA/SER.E/16
Sales No.: E.78.II.H.5
Language availability: E
Price: $4.00

This publication reviews the experiences of some developing countries in dealing with the problems of supply management in government and suggests possible solutions. It is aimed at providing operational and technical guidelines to improve public administration systems. It focuses on approaches to cost reduction and increased efficiency in governmental operations through improved supply management, policies, programmes and procedures.

***A practical guide to performance improvement programming in public organizations.* 1977. 27 p.**

UN Symbol: ST/ESA/SER.E/9
Sales No.: E.77.II.H.5
Language availability: E/F/S
Price: $3.00

The objective is to illustrate an approach towards increasing the effectiveness of public organizations. The Performance Improvement Programming (PIP) approach encapsulates within a basic instrument a number of techniques involving organizational development, behavioural science and modern management. On the basis of the findings from the experimental PIP workshops conducted in the East African Community Corporations, it provides a step-by-step description of a method to be applied by a management team in solving particular management problems.

Management Information Systems

***Advanced information technology for governance and public administration. Beijing, China, 3-6 June 1996. 1996.* 259 (in various paging) p.**

UN Symbol: ST/TCD/SER.E/42
Language availability: E
Price: Free

Report of an international symposium held in Beijing, 3 - 6 June 1996. The report includes the proceedings, theme papers and country papers. The theme papers address the following topics: (1) main characteristics of the new generation of information systems; (2) new developments in software technology; (3) state of the art of computer communication technologies and the future of networking; (4) globalization of information; and (5) government policy and strategy for stimulating the use of information technology in public administration.

***Government information systems: a guide to effective use of information technology in the public sector of developing countries.* 1995. 194 p.**

UN Symbol: ST/TCD/SER.E/28
Language availability: E
Price: Free

This book lays stress on the practices of government information systems and provides a guide to government officers and information systems managers of developing countries to assist them in putting government information systems on track and in fully and effectively using scarce computer and communication resources. Contents include: a general description on the use of information technology in governance and public administration; the state of the art of computer and communication technologies as applied to government information systems; management issues in the development of government information systems, such as policy, strategy planning, standardization, legislation, etc.; methodologies for developing government information systems; and critical success factors for information systems development. This book lays stress on the practices of government information systems and provides a guide to government officers and information systems managers of developing countries to assist them in putting government information systems on track and in fully and effectively using scarce computer and communication resources.

***Management of government information systems: elements of strategies and policies.* 1989. 192 p.**

UN Symbol: ST/TCD/SER.E/10
ISBN: 92-1-123113-2
Sales No.: E.89.II.H.4

Language availability: E
Price: $23.00

Report of the United Nations expert group meeting on the management of government information systems held in New York, 30 November - 4 December 1987. It is addressed mainly to decision makers in public administration and professionals in overall policy for administrative development and public sector computerization. There are three independent sets of guidelines and recommendations in the publication. The first set deals with the development process of information technologies. The second set offers advice on how to: (1) assess real information needs to reduce the cost of information systems development; (2) organize the procurement of equipment, software and services; and (3) organize the training of computer professionals, managers and users. The final set provides information on how to: (1) define appropriate technical methodological data standards to improve the capability and consistency of information systems; (2) create an appropriate legal framework to facilitate the development of information technology and protect society against misuse of information.

***Laws and regulations on government information systems. Administrative Innovations Series, No. II.* 1988. 132 p.**

Language availability: E
Price: Free

This document describes the basic legal and regulatory issues related to the introduction and development of government information systems. Specifically, it deals with practical examples from France, Japan, Sweden, the United Kingdom and the United States.

***Use of information technologies in public administration: a guide for executive development.* 1986. 200 p.**

UN Symbol: TCD/SEM.86/5 - INT-85-R60
Language availability: E
Price: Free

This publication contains a training package prepared by the working session organized by the United Nations after the United Nations appreciation programme for senior government officials on the use of information technologies held in Stockholm, 21 - 25 October 1985. The objective of this training package was to provide trainers and training institutions in developing countries with information on basic computer and communication technology literacy; application of information technology in public administration and priority setting; management control of information systems; law and regulations; procurement and contracting policies and practices. The training package can be used by instructors/organizers of sensitization programmes as well as by senior government officials.

***Modern management and information systems for public administration in developing countries.* 1985. 93 p.**

UN Symbol: ST/ESA/SER.E/36
ISBN: 92-1-123100-0
Sales No.: E .85.II.H.1
Language availability: E/F/S
Price: $9.50

This study was prepared for the expert working group meeting held at United Nations Headquarters, 12 - 16 December 1983. It reviews the scope of information systems as they relate to the improvement of public administration, analyses the main issues of information systems in public administration, particularly in developing countries, and proposes guidelines and methodologies for the improvement and development of information systems in public administration in developing countries. The study is intended for policy makers and high-ranking officials with central guidance institutions in public administration, managers of public programmes who use information systems for administration and management as well as advisory staff and committees responsible for administrative management in developing countries.

Personnel Management

***Decentralization and administrative modernization in Central and East European countries: report of a workshop. Maastricht, the Netherlands, 30 November-3 December 1993.* 1995. 226 p.**

Language availability: E
Price: Free

The report covers the case studies of Bulgaria, the Czech Republic, Hungary, Poland and Slovakia with reference to (1) constitutional and legal per-

spectives of decentralization and administrative reform; (2) decentralization and local government development; (3) financial decentralization; (4) personnel management and training for central and local governments, and (5) use of information technologies in public personnel management and administrative decentralization. Technical papers on each of the above subjects are provided as well as conclusions and recommendations.

***Pan-African conference of ministers of civil service: report of the conference held at Tangier, Morocco, 20-21 June 1994.* 1995. 67 p.**

UN Symbol: INT-93-R94
Language availability: E
Price: Free

The conference looked at the most recent experiences in strengthening human resources management in African civil services; defined the modalities to improve efficiency as well as relationships between civil service ministries and their partners and clientele; and identified efficient ways to achieve cooperation among African countries and the external agencies working with them.

***Women in public management: increased role in policy-making.* 1995. 106 p.**

UN Symbol: INT-90-X01
Language availability: E
Price: Free

This publication provides background material and recommendations for action plans to increase women's participation in public management, based on the deliberations of two workshops. The first one was held in Kuala Lumpur, Malaysia, and the second one in Ljubljana, Yugoslavia. The specific recommendations for action plans in the report follow the five key themes of both workshops: (1) state of the art of public/private sector personnel systems for optimal use of human resources; (2) gender stereotyping and its effects on the advancement of women; (3) strategies for combining/balancing the multiple roles of women between working life and home life; (4) barriers to women's advancement in the public and private sectors; and (5) suggestions for civil service and administrative reforms including national training and networking for the advancement of women. The report also includes case studies on women in the United Nations Secretariat, the Tokyo Metropolitan Government, and public enterprises, in order to benefit from a broader range of experiences in this area. The materials are expected to help individuals and organizations interested in increasing participation of women and in productively utilizing human resources in public management.

***Interregional capacity-building workshop on the management of development programmes for senior government officers of Member States of the League of Arab States. Tunis, Tunisia, 26 June-2 July 1994.* 1994. 87 p.**

UN Symbol: DDSMS/SEM.94/3 - INT-93-R71
Language availability: E
Price: Free

The report analyses various aspects of technical cooperation in view of its rapidly changing role and patterns. Specifically, it examines the human factor in technical cooperation, human resources management and development, as well as training administration and capacity-building. The report provides insights on the changing role and structure of national recruitment services and conclusions and recommendations.

***Human resources development in civil service systems: report of an interregional technical meeting held in Manila, the Philippines, 4-11 December, 1991.* 1994. 82 p.**

UN Symbol: DESD/SEM.92/12
Language availability: E
Price: Free

Report on experiences of governments from various regions. In it are conclusions based on participants' observations on applicability and adaptability to a wide variety of national circumstances, e.g. the utility of sharing and analysing experiences in administrative innovation and encouraging the United Nations programme on public administration and finance to continue its work with governments to develop and modernize systems of human resources management and development.

***Final report of the thirteenth biennial meeting of national recruitment services. Cairo, Egypt, 29 March - 2 April 1993.* 1993. 68 p.**

UN Symbol: DDSMS/SEM.93/1
Language availability: E/F
Price: Free

This report contains the proceedings of the meeting held by the United Nations to discuss recruitment practices and issues of personnel management in technical cooperation, with representatives of Member States and specialized agencies. The intent is to further the placement of developing country nationals as experts and consultants in projects. The report discusses the reorganization of the economic and social sectors of the United Nations, the selection, recruitment and administration of project personnel in related programmes and projects, as well as the Cairo Plan of Action.

***Interregional capacity-building workshop on project design, project personnel management and training for senior cadres of national recruitment services in developing countries. Beijing, China, 16-30 May 1993.* 1993. 90 p.**

UN Symbol: DDSMS/SEM.93/2 - INT-93-R71
Language availability: E
Price: Free

The report focuses on the design of projects, the preparation of project budgets and financial management as monitoring, control and accountability tools. It also deals with the human factor in technical cooperation, i.e. personnel selection, training and capacity building. The report contains recommendations by workshop participants.

***Size and cost of the civil service: reform programmes in Africa. Report of a seminar. Accra, Ghana, 7-11 October 1991.* 1992. 104 p.**

UN Symbol: DESD/SEM.92/1 - INT-90-R78
Language availability: E
Price: Free

The report emphasizes a "total personnel management" approach which includes effective streamlining and rationalization of total establishments in contrast to a "cut-back" management approach. which refers to staff cuts. The report also reviews cost, size, effectiveness and morale of the civil service in African countries. Finally, it provides some insights into the objectives and strategies of the civil service reform.

***Software development for public personnel management.* 1991.**

UN Symbol: TCD/SEM.91/3 - INT-89-R58
Language availability: E
Price: Free

This publication contains a personnel office management software manual as well as the report of the seminar held in Amman, Jordan, 2 - 6 December 1989. The main objective of the publication is to promulgate the notion that improved personnel office performance and productivity can be achieved through effective use of microcomputer-based personnel databases which can contribute to the productive use of human resources in programmes and departments and hence the civil service as a whole. It reviews the seminar participants' responses to the prototype personnel office management software in the package. The software is released to personnel agencies and training institutions in developing countries interested in using it in their training programmes for senior managers and support systems professionals.

***Policy development for increasing the role of women in public management: a guide for human resources development and training. Bangkok, Thailand,* 1987. 225 p.**

UN Symbol: TCD/SEM.87 - INT-86-R59
Language availability: E
Price: Free

Report of the interregional workshop on the career development of managerial women held in Bangkok, Thailand, 23 - 27 February 1987. The report covers the following themes: (1) national trends in applying public personnel management techniques to the advancement of women; (2) career development of women within public sector organizations; (3) job analysis as a method of improving women's career opportunities; (4) methods of enhancing networking among institutions and professionals for advancing women's careers; and (5) training policy and methods for career development of managerial women. The

training package can be used by instructors/organizers of training programmes as well as by senior government officials interested in policy development.

***Issues and priorities in public administration and finance in the Third United Nations Development Decade.* 1984. 27 p.**

UN Symbol: ST/ESA/SER.E/34
ISBN: 92-1-123046-2
Sales No.: E.83 .II.H.4
Language availability: E/S
Price: $7.00

This monograph is based on the report of the sixth meeting of experts on the United Nations programme in public administration and finance. The meeting discussed major developments in public administration and finance in developing countries and recommended actions, at both the national and international levels, to increase administrative and managerial capabilities for development. The monograph analyses the challenges and constraints in specific aspects of development administration, reviews national actions to enhance the development capacities of public administration and finance systems and considers alternative systems for the delivery of development services that would increase the effectiveness of resource management and achieve cost efficiencies at the same time. It provides guidelines to formulate objectives and priorities in overall systems and in their various components so that new management packages can be better attuned to changing circumstances. Issues and priorities are geared primarily to national authorities and administrators engaged in deciding and implementing policies and programmes to reform public administration and finance systems in developing countries. The monograph may also be of interest to research and training institutions and to professionals working in development administration.

***Introduction and administration of position classification and pay plans.* 1977. 159 p.**

UN Symbol: ST/ESA/SER.E/5
Sales No.: E.77.II.H.1
Language availability: E
Price: $10.00

This publication provides a basic explanation of position classification and its use in setting out the structure of a personnel system. A methodology is laid out for the development of a position classification plan. A descriptive analysis is made of different compensation systems, and guidance is provided on how to link and manage plans and classification systems.

Policy Analysis

***Women, development and public policy: report of a symposium organized by the Department for Development Support and Management Services in cooperation with the Golda Meir Mount Carmel International Training Centre. Haifa, Israel, 2-8 April 1995.* 1995. 134 p.**

Language availability: E
Price: Free

The report describes how the symposium undertook a critical analysis of the role that NGOs and women's organizations play in the development process; identified alternative forms of interaction between women's organizations and policy makers in the public sector and proposed policies and strategies to enhance the participation of women in the elaboration and implementation of development policies.

***Improving public policy analysis: study material for top executives.* 1993. 179 p.**

UN Symbol: ST/TCD/SER.E/17
ISBN: 92-1-123117-5
Sales No.: E.93.II.H.1
Language availability: E
Price: $25.00

This study material is geared to senior officials with considerable practical experience, but limited formal knowledge in policy analysis. The material focuses on policy analysis and development, public management and the management of large organizations. Includes exercises and bibliography.

***Methodologies of policy analysis and development: some major issues. Report of an expert working group.* 1981. 32 p.**

UN Symbol: ST/ESA/SER.E/24

Sales No.: E.81.XIII.6
Language availability: E/S
Price: $4.00

Report of the meeting held at United Nations Headquarters, New York, 17 - 21 December 1979. The report reflects the views and suggestions of the working group with respect not only to social science's methods and management techniques but also to the institutional arrangements for applying them to public policy-making. It also discusses policy implementation and evaluation as well as policy analysis requirements and suggests measures for action.

Training

***Social Management: some strategic issues.* 1997. 106 p.**

UN Symbol: ST/TCD/SER.E/44
Language availability: E
Price: Free

This two- part document analyses the role of public administration in promoting social development. Part one considers the paradigm that is emerging in managerial theory, discusses the State's role in socio-economic development and describes the social situation and the main problems in Latin America. Part two reviews various strategic problems related to efficient social management, including modernization of the State for social development, training of social managers and the impact of organizational variables in social reform. The report also contains strategies for the future.

***Metropolitan governance: patterns and leadership. Quito, Ecuador, 18-20 April 1995.* 1996. 188 p.**

UN Symbol: ST/TCD/SER.E/30
Language availability: E
Price: Free

Report of the high-level interregional meeting held in Quito, 18 - 20 April 1995. The report synthesizes inputs by the United Nations Secretariat and technical experts, as well as from the debate. It contains a comprehensive account of the meeting, including the experts' papers and final recommendations. It can be used as a manual on training and metropolitan management development in large cities as well as a reference for metropolitan governance reforms.

***Decentralization and administrative modernization in Central and East European countries: report of a workshop. Maastricht, the Netherlands, 30 November-3 December 1993.* 1995. 226 p.**

Language availability: E
Price: Free

The report covers the case studies of Bulgaria, the Czech Republic, Hungary, Poland and Slovakia with reference to (1) constitutional and legal perspectives of decentralization and administrative reform; (2) decentralization and local government development; (3) financial decentralization; (4) personnel management and training for central and local governments, and (5) use of information technologies in public personnel management and administrative decentralization. Technical papers on each of the above subjects are provided as well as conclusions and recommendations.

***Women in public management: increased role in policy-making.* 1995. 106 p.**

UN Symbol: INT-90-X01
Language availability: E
Price: Free

This publication provides background material and recommendations for action plans to increase women's participation in public management, based on the deliberations of two workshops. The first one was held in Kuala Lumpur, Malaysia, and the second one in Ljubljana, Yugoslavia. The specific recommendations for action plans in the report follow the five key themes of both workshops: (1) state of the art of public/private sector personnel systems for optimal use of human resources; (2) gender stereotyping and its effects on the advancement of women; (3) strategies for combining/balancing the multiple roles of women between working life and home life; (4) barriers to women's advancement in the public and private sectors; and (5) suggestions for civil service and administrative reforms including national training and networking for the advancement of women. The report also includes case studies on women in the United Nations Secretariat, the Tokyo Metropolitan Government, and public enterprises, in order to benefit from a broader range of experiences in this area. The materials are expected to

help individuals and organizations interested in increasing participation of women and in productively utilizing human resources in public management.

***Interregional capacity-building workshop on the management of development programmes for senior government officers of Member States of the League of Arab States. Tunis, Tunisia, 26 June-2 July 1994.* 1994. 87 p.**

UN Symbol: DDSMS/SEM.94/3 - INT-93-R71
Language availability: E
Price: Free

The report analyses various aspects of technical cooperation in view of its rapidly changing role and patterns. Specifically, it examines the human factor in technical cooperation, human resources management and development, as well as training administration and capacity-building. The report provides insights on the changing role and structure of national recruitment services and conclusions and recommendations.

***Human resources development in civil service systems: report of an interregional technical meeting held in Manila, the Philippines, 4-11 December, 1991.* 1994. 82 p.**

UN Symbol: DESD/SEM.92/12
Language availability: E
Price: Free

Report on experiences of governments from various regions. In it are conclusions based on participants' observations on applicability and adaptability to a wide v: of national circumstances, e.g. the utility of sharing and analysing experiences in administrative innovation and encouraging the United Nations programme on public administration and finance to continue its work with governments to develop and modernize systems of human resources management and development.

***Managing the development project: a training curriculum.* 1993. 300 p.**

UN Symbol: ST/TCD/SER.E/18 - INT-85-R59
Language availability: E
Price: Free

This package of training materials is designed to serve both as the basis for a course in managing development projects which would be used by trainers and as self-instructional material. The package includes a complete text on the cycle of project management; exercises to practise the new skills; visual aids; and a manual for trainers. The analysis of the cycle of project management consists of six modules covering the following topics: (1) overview of the project management cycle; (2) identifying needs for a development project; (3) designing project activities; (4) implementing the project; (5) monitoring and controlling the project; and (6) evaluating development projects.

***Improving public policy analysis: study material for top executives.* 1993. 179 p.**

UN Symbol: ST/TCD/SER.E/17
ISBN: 92-1-123117-5
Sales No.: E.93.II.H.1
Language availability: E
Price: $25.00

This study material is geared to senior officials with considerable practical experience, but limited formal knowledge in policy analysis. The material focuses on policy analysis and development, public management and the management of large organizations. Includes exercises and bibliography.

***Seminar on decentralization in African countries. Banjul, the Gambia, 27-31 July 1992.* 1993. 178 p.**

UN Symbol: DESD/SEM.93/1 - INT-92-R81
Language availability: E
Price: Free

This publication contains the proceedings of the seminar, including conclusions and recommendations as well as the expert papers prepared for the seminar on five major themes: (1) organization and structural issues; (2) central-local relationships; (3) training and development of local government personnel; (4) local government finance; and (5) the accountability and responsiveness of local governments.

Interregional capacity-building workshop on project design, project personnel management and training for senior

***cadres of national recruitment services in developing countries. Beijing, China, 16-30 May 1993.* 1993. 90 p.**

UN Symbol: DDSMS/SEM.93/2 - INT-93-R71
Language availability: E
Price: Free

The report focuses on the design of projects, the preparation of project budgets and financial management as monitoring, control and accountability tools. It also deals with the human factor in technical cooperation, i.e. personnel selection, training and capacity building. The report contains recommendations by workshop participants.

***Role of public administration in environmental management: report of an interregional seminar organized by the United Nations Department of Technical Co-operation for Development in cooperation with the German Foundation for International Development. Volumes I and II. Berlin, Germany, 24-28 June 1991.* 1992. Volume I -- 41p., Volume II --138 p.**

UN Symbol: TCD/SEM.91/2 - INT-91-R71
Language availability: E
Price: Free

The report consists of two volumes and includes guidelines and recommendations on seven issues: government policy, institutional and intersectoral cooperation, enforcement mechanisms, decision-making information, environmental education and awareness, human and financial resources, and environmental and economic trade-offs. The goal is to identify potential solutions in the implementation of environmental programmes. In particular, it focuses on ways to improve the training of senior public officials in developing countries and to reconcile developmental needs with environmental protection.

***Interregional workshop for senior cadres of national recruitment services in francophone developing countries. 8-24 June 1992.* 1992. 45 p.**

UN Symbol: DESD/SEM.92/5 - INT-91-R77
Language availability: E/F
Price: Free

This report includes an overview of the workshop objectives and activities, and addresses aspects of technical cooperation such as its changing role and nature and the human factor in it. It also analyses changing processes, structures, and the role of national recruitment services, discusses the aspects of personnel selection and training, and provides conclusions and recommendations.

***Management of government information systems: elements of strategies and policies.* 1989. 192 p.**

UN Symbol: ST/TCD/SER.E/10
ISBN: 92-1-123113-2
Sales No.: E.89.II.H.4
Language availability: E
Price: $23.00

Report of the United Nations expert group meeting on the management of government information systems held in New York, 30 November - 4 December 1987. It is addressed mainly to decision makers in public administration and professionals in overall policy for administrative development and public sector computerization. There are three independent sets of guidelines and recommendations in the publication. The first set deals with the development process of information technologies. The second set offers advice on how to: (1) assess real information needs to reduce the cost of information systems development; (2) organize the procurement of equipment, software and services; and (3) organize the training of computer professionals, managers and users. The final set provides information on how to: (1) define appropriate technical methodological data standards to improve the capability and consistency of information systems; (2) create an appropriate legal framework to facilitate the development of information technology and protect society against misuse of information.

***Management development: senior administrators.* 1987. 153 p.**

UN Symbol: ST/TCD/SER.E/8
Language availability: E
Price: Free

This publication focuses on management development at the senior administrator level. There has been a growing realization that this area has not received adequate attention and that the formal activities for management development have consequently remained limited. A number of developing countries are accordingly reconsidering poli-

cies and programmes geared to the higher rungs in the public services in order to meet the needs of officials whose roles are considered critical in national affairs. The Development Administration Division commissioned a series of papers on the topic. These technical papers, which illustrate different approaches and emphases, are included in the publication in an effort to promote further dialogue on the subject.

***Policy development for increasing the role of women in public management: a guide for human resources development and training. Bangkok, Thailand,* 1987. 225 p.**

UN Symbol: TCD/SEM.87 - INT-86-R59
Language availability: E
Price: Free

Report of the interregional workshop on the career development of managerial women held in Bangkok, Thailand, 23 - 27 February 1987. The report covers the following themes: (1) national trends in applying public personnel management techniques to the advancement of women; (2) career development of women within public sector organizations; (3) job analysis as a method of improving women's career opportunities; (4) methods of enhancing networking among institutions and professionals for advancing women's careers; and (5) training policy and methods for career development of managerial women. The training package can be used by instructors/organizers of training programmes as well as by senior government officials interested in policy development.

***Use of information technologies in public administration: a guide for executive development.* 1986. 200 p.**

UN Symbol: TCD/SEM.86/5 - INT-85-R60
Language availability: E
Price: Free

This publication contains a training package prepared by the working session organized by the United Nations after the United Nations appreciation programme for senior government officials on the use of information technologies held in Stockholm, 21 - 25 October 1985. The objective of this training package was to provide trainers and training institutions in developing countries with information on basic computer and communication technology literacy; application of information technology in public administration and priority setting; management control of information systems; law and regulations; procurement and contracting policies and practices. The training package can be used by instructors/organizers of sensitization programmes as well as by senior government officials.

***Issues and priorities in public administration and finance in the Third United Nations Development Decade.* 1984. 27 p.**

UN Symbol: ST/ESA/SER.E/34
ISBN: 92-1-123046-2
Sales No.: E.83 .II.H.4
Language availability: E/S
Price: $7.00

This monograph is based on the report of the sixth meeting of experts on the United Nations programme in public administration and finance. The meeting discussed major developments in public administration and finance in developing countries and recommended actions, at both the national and international levels, to increase administrative and managerial capabilities for development. The monograph analyses the challenges and constraints in specific aspects of development administration, reviews national actions to enhance the development capacities of public administration and finance systems and considers alternative systems for the delivery of development services that would increase the effectiveness of resource management and achieve cost efficiencies at the same time. It provides guidelines to formulate objectives and priorities in overall systems and in their various components so that new management packages can be better attuned to changing circumstances. Issues and priorities are geared primarily to national authorities and administrators engaged in deciding and implementing policies and programmes to reform public administration and finance systems in developing countries. The monograph may also be of interest to research and training institutions and to professionals working in development administration.

***Management training of scientific and technical personnel in the public services of developing countries: report of the expert group meeting. San José, Costa Rica, 5-9 December 1983.* 1984. 35 p.**

UN Symbol: ST/ESA/SER.E/35
Sales No.: E.84.II.H.1
Language availability: E
Price: $5.00

The report recognizes the need to provide management training for scientific and technical personnel in the public sector of developing countries. It contains training materials suitable for use in training scientific and technical managers at various levels of management (supervisory, middle-management, and senior-management levels) and identifies the curriculum, methodology and design of an ideal management training programme.

***Elements of institution-building for institutes of public administration and management.* 1982. 41 p.**

UN Symbol: ST/ESA/SER.E/25
ISBN: 92-1-123010-1
Sales No.: E.82.II.H.2
Language availability: E/F/S
Price: $5.00

This publication is based on the papers and discussions of two United Nations expert group meetings. The first meeting was held in New York in December 1977 to discuss institution-building for planned development. The follow-up meeting, held in Bangkok in June 1997, focused on the issue of institution-building for organizations involved in management development, with emphasis on their capability and effectiveness for development purposes. The study presents conceptual knowledge and points out workable strategies that might assist practitioners to deal with organizational and environmental problems and programmes of management development organizations, and suggests ways and means of ensuring their effectiveness for development purposes.

***Curricula design for management development: report of an expert group workshop, Arusha, United Republic of Tanzania, 20-24 July 1981.* 1982. 27 p.**

UN Symbol: ST/ESA/SER.E/29
Sales No.: E.82.II.A.18
Language availability: E/S
Price: $7.00

The report re-examines subject areas in which senior public managers and administrators are to be trained, as well as methodologies and resources for achieving training objectives. It also explores different experiences to assess the relevance and applicability of various training programmes to different administrative settings, and to develop flexible guidelines that can be adapted to different development needs.

II. Finance

Financial Management-General

Role of SAIs in fighting corruption and mismanagement: report on the 12th UN/INTOSI seminar on government auditing held in Vienna, Austria, 21-25 October 1996. **1997. 135 p. p.**

UN Symbol: ST/TCD/SER.E/58
Language availability: E,F,S,German
Price: free

Report of a seminar held in Vienna, 21-25 October 1996. It discusses general aspects of fighting corruption; the role of Supreme Audit Institutions (SAI) in detecting mismanagement and inefficiency; and strategies and measures to control corruption in public administration. It also looks at the role of SAIs in promoting efficient and effective financial management and their contribution to prevent and detect corruption in public procurement.

Aid management and accountability initiative, 1991-1994. **1996. 161 p.**

UN Symbol: DDSMS/SEM.96/2
Language availability: E
Price: Free

In a global environment, effective aid management has become a critical concern to donors and recipients alike, as has funds accountability. To address this issue, the United Nations programme in public administration and finance organized an aid accountability project funded by a consortium of donors. This project dealt with: (1) profiles of individual donor aid accountability requirements; (2) case studies of aid management and accountability issues in selected recipients countries; (3) the Aid Management and Accountability Framework (AMAF); and (4) customization of the AMAF in three least developed countries in 1994. During this process the programme has accumulated a unique body of data and experience in aid management and accountability requirements at the global level. The field work indicates there is no standardized solution to aid management and accountability issues. Against this backdrop, the AMAF provides an analytical approach to assessing aid management and accountability capabilities and needs in this important area for resources mobilization.

Development of small- and medium-sized enterprises in developing countries in transition. **1995. 184 p.**

UN Symbol: DDSMS/SEM.95/4 - INT-93-R79
Language availability: E
Price: Free

Report of an interregional workshop on development of small- and medium-sized enterprises in developing countries in transition held in Hanoi, Viet Nam, 30 March - 1 April 1994. The report centres on four main themes: experience of Vietnam, experiences of selected Asian countries (China, Hong Kong, the Republic of Korea), financing and financial management, and quality control. Part three of the report, covering issues on financing and financial management, presents a banker's viewpoint of sound financial management in an Indian case study with reference to financial statements, working capital, cost control, inventory management, staff training and auditing. The discussion of quality control in part four covers, inter alia, bringing product specifications into line with international standards and packing products to meet consumer tastes.

The role of the public sector in promoting the economic development of developing countries: proceedings of a United Nations interregional seminar held in . Nairobi, Kenya, 1994. **1994. 213 p.**

UN Symbol: DDSMS/SEM.94/2 - INT-90-R76
Language availability: E
Price: Free

The report highlights the growing recognition of the need to redefine and restructure the public sector and to improve its efficiency in developing countries and countries with economies in transition. The report addresses technical and practical aspects of raising the efficiency and effectiveness of public sector management through the exchange of information on countries' experiences. It contains individual papers, country studies on Argentina, China, Egypt, the Republic of Korea, Nigeria and Poland, as well as regional studies and a global review.

Descentralización en América latina y su financiamiento: informe del seminario celebrado en Santa Cruz de la Sierra, Bolivia, 3-5 de noviembre de 1993. **1994. 144 p.**

UN Symbol: DDSMS/SEM.94/3 - INT-93-R76
Language availability: S
Price: Free

El Seminario fue patrocinado por el Departamento de Apoyo al Desarrollo y de Servicios de Gestión de las Naciones Unidas y el Centro Latinoamericano de Administración para el Desarrollo. Se desarrolló dentro del cuadro de un programa interregional de apoyoa la descentralización y a la formación de funcionarios locales organizado por el dicho departamento. El seminario puso su enfoque en la dimensión financiera, cuya importancia es esencial en la descentralización. En efecto, el equilibrio financiero del sector público ha sido motivo determinante de muchas políticas descentralizadoras adoptadas en la región. El seminario estudió tres temas principales: la coordinación intergubernamental de los ingresos y los gastos; las competencias y la financiación de los programas de lucha contra la pobreza; y el desarrollo institucional para la dimensión financiera de la descentralización. El informe contiene conclusiones y recomendaciones, una agenda futura, dos documentos de consultores y siete anexos.

Interregional seminar on the role of the public sector in promoting the economic development of developing countries, Nairobi, Kenya, 9-19 January 1991. **1992. 70 p.**

UN Symbol: TCD/SEM.92/1 - INT-90-R76
Language availability: E
Price: Free

This report contains a discussion summary and recommendations and a review of country case studies, covering the experiences of Argentina, Egypt, Korea, and Poland. The report analyses the role of the public sector in promoting economic development. Specifically, it discusses this role in the areas of planning and development priorities; improving institutional and technical capacities for national and international measures; mobilizing national resources for development; rationalizing public enterprises, including privatization; and environmental concerns.

Foreign aid accountability: perspectives of donors and recipients. Report of the ninth United Nations/INTOSAI expert group meeting on government auditing, Vienna, Austria, 12-21 September 1990. **1992. 200 p.**

UN Symbol: TCD/SEM.92/3 - INT-91-R79
Language availability: E
Price: Free

The report has four parts. Part one includes the report of the expert group meeting. Part two consists of the United Nations working paper on accounting and auditing of foreign aid programmes. Part three presents a synthesis paper summarizing the key points raised by experts from Bangladesh, Egypt, Ghana, Guinea, Jamaica, Mexico, Nepal, Papua New Guinea, Zaire and Zimbabwe concerning general constraints in financial management and particular problems associated with accounting and auditing of foreign aid programmes. Part four comprises the working papers by bilateral agencies, supreme audit institutions of bilateral aid agencies, regional banks and international agencies on the topic of accounting and auditing of foreign aid programmes.

Governance and structural transformation in transitional economies. Report of the meeting. Moscow, USSR, 23-26 September 1991. **1992. 237 p.**

UN Symbol: TCD/SEM.92/12 - INT-91-R75
Language availability: E
Price: Free

The report contains the proceedings and papers of the seminar held in Moscow from 23 - 26 September 1991. It provides guidelines on regu-

lating the transformation process, particularly in legal areas by suggesting the development of a legal framework; in the social sector to protect vulnerable groups; in the financial field by promoting the development of a capital market; and in the environmental field to stop environmental degradation during the transformation process. It also suggests that governments should adapt and be strengthened in their policy analysis role to organize and facilitate the transition.

***Government financial management in least developed countries.* 1991. 234 p.**

UN Symbol: ST/TCD/SER.E/15
ISBN: 92-1-123115-9
Sales No.: E.91.II.H.1
Language availability: E/F/S
Price: $25.00

This publication is the result of a research project on government financial management conducted in six least developed countries -- Bangladesh, Bhutan, Malawi, Nepal, Sierra Leone, and Somalia. It includes a synthesis paper on these case studies and the summary report of the United Nations expert group meeting on government financial management in least developed countries held in Nicosia, Cyprus, in November 1989. The publication reviews practices in government financial management covering budgeting, the impact of development planning on budgeting, budget execution and monitoring, expenditure control, cash and debt management, the realism of budget estimates, accounting systems, internal control, financial delegation, revenue collection systems, financial planning, and staffing and training. It also includes a check list of critical elements which may enable developing countries to analyse and strengthen their government financial management systems.

***Guidelines for development planning: procedures, methods and techniques.* 1987. 118 p.**

UN Symbol: ST/TCD/SER.E/5
ISBN: 92-1-123107-8
Sales No.: E.87.II.H.1
Language availability: E/F
Price: $15.00

This publication was prepared for use as a reference for development planning. It emphasizes plan formulation, implementation and evaluation as well as procedures, methods and techniques. It also highlights various development issues which should be considered under different national, economic and administrative circumstances. The publication focuses on the needs of developing countries at an early stage of their development planning experience. It provides support to development planning administrators and facilitates the linking of planning methodology and planning practices.

***Issues and priorities in public administration and finance in the Third United Nations Development Decade.* 1984. 27 p.**

UN Symbol: ST/ESA/SER.E/34
ISBN: 92-1-123046-2
Sales No.: E.83 .II.H.4
Language availability: E/S
Price: $7.00

This monograph is based on the report of the sixth meeting of experts on the United Nations programme in public administration and finance. The meeting discussed major developments in public administration and finance in developing countries and recommended actions, at both the national and international levels, to increase administrative and managerial capabilities for development. The monograph analyses the challenges and constraints in specific aspects of development administration, reviews national actions to enhance the development capacities of public administration and finance systems and considers alternative systems for the delivery of development services that would increase the effectiveness of resource management and achieve cost efficiencies at the same time. It provides guidelines to formulate objectives and priorities in overall systems and in their various components so that new management packages can be better attuned to changing circumstances. Issues and priorities are geared primarily to national authorities and administrators engaged in deciding and implementing policies and programmes to reform public administration and finance systems in developing countries. The monograph may also be of interest to research and training institutions and to professionals working in development administration.

Network for the United Nations programme in public administration and finance: report of an expert working

***group, Alcalá de Henares, Spain, 9-15 December 1981.* 1983. 31 p.**

UN Symbol: ST/ESA/SER.E/30
ISBN: 92-1-123007-1
Sales No.: E.82.I I.H.3
Language availability: E/F/S/R/C/A
Price: $7.00

The report contains conclusions and recommendations including, inter alia, that the Development Administration Division of the United Nations Department of Technical Cooperation for Development should establish a network for more regular, frequent and deliberate sharing of experience and exchanges of information with the development administration community.

***Annotated bibliography on staff training and development in the public sector and on public finance management, accounting and audit.* 1983. 102 p.**

UN Symbol: ST/ESA/SER.E/33
ISBN: 92-1-123005-5
Sales No.: E.83 .II.H.1
Language availability: E
Price: $11.00

The bibliography covers two key areas of interest in development administration to meet the demand from teachers and students, as well as practitioners in developing countries, in particular public administration officials and technical cooperation personnel.

***Changes and trends in public administration and finance for development, second survey, 1977-1979.* 1982. 92 p.**

UN Symbol: ST/ESA/SER.E/27
ISBN: 92-1-123009-8
Sales No.: E.82.II.H.1
Language availability: E/F/S
Price: $10.00

The survey is divided into three parts. Parts one and three highlight critical issues in a number of fields in public administration, public finance, and public enterprises. The discussions are general in nature with a slant towards a regional perspective on changes and trends. Part two focuses on development in public personnel systems. Specifically, it discusses human resources planning and recruitment in the public service. It also reviews various issues associated with classification and compensation, career development and training in the public sector.

***United Nations directory of agencies and institutions in public administration and finance. Revised.* 1981. 289 p.**

UN Symbol: ST/TAO/M/47/Rev.2
ISBN: 92-1-023001-9
Sales No.: E.81.II.H.1
Language availability: E/F/S
Price: $20.00

The purpose of the directory is to facilitate the exchange of information and technical cooperation among developing countries in public administration and finance. It is also designed to provide public officials and technical assistance experts in developing countries with names and addresses of organizations where reference materials can be obtained or external training and research programmes arranged.

***Priority areas for action in public administration and finance in the 1980s.* 1981. 19 p.**

UN Symbol: ST/ESA/SER.E/26
Sales No.: E.81.II.H.2
Language availability: E/F/ S/R
Price: $2 50

This publication is based on the report of the fifth meeting of experts on the United Nations programme in public administration and finance held in New York in January 1980. The publication deals with various problems of development administration and finance which were to deserve special attention in the 1980s. The emphasis is on identifying strategic needs and requirements in these fields, and on measures of international support that developing countries may need to meet them. It is addressed primarily to national authorities in charge of policies and reforms of public administration and finance systems in developing countries. It may also be useful to professional bodies and research and training institutions interested in development administration problems of developing countries.

***Survey of changes and trends in public administration and finance for development, 1975-1977.* 1978. 91 p.**

UN Symbol: ST/ESA/SER.E/17
Sales No.: E.78.II.H.7
Language availability: E/S
Price: $7.00

The central theme of this survey is the importance of public administration and finance in planned development. Particular attention is paid to the increasing role of government in the development process, the political environment of public administration and the international context for cooperation. The survey covers two subject areas: organizing public administration for planned development, and the machinery and processes for planning. The survey also reviews the human resources aspect of public services. Detailed consideration is given to the role of training and methods for human resources development. Sections of the survey on changes and trends in finance include such topics as budgeting and planning, tax administration, accounting and auditing. Finally, experiences in implementing four major strategies to increase the capabilities of public administration and finance systems -- administrative reform, institution building, socio-political and administrative planning strategies -- are described and evaluated in terms of their objectives, scopes, strengths and weaknesses.

***Strengthening public administration and finance for development in the 1980s: issues and approaches.* 1978. 37 p.**

UN Symbol: ST/ESA/SER.E/13
Sales No.: E.78.II.H.6
Language availability: E/F/S
Price: $3.00

This publication is based primarily on the report of the fourth meeting of experts on the United Nations programme in public administration and finance held at United Nations Headquarters in September 1977. It identifies critical areas in public administration and finance which governments of developing countries should consider to improve their managerial capabilities in order to meet changing demands of national development in the 1980s. The publication should also be of interest to academic institutions as it identifies major areas of research in public administration and finance for development.

Accounting

***Report of the third working group meeting on harmonization of donors' aid accountability requirements, Rome, Italy, 23-25 June, 1993.* 1993. 95 p.**

UN Symbol: INT-91-X09
Language availability: E
Price: Free

The report covers aid management and accountability procedures in a number of developing countries, presents the framework for harmonizing aid management and accountability suggested by the group of experts, and reviews the proposed project work plan for the future.

***Foreign aid accountability: perspectives of donors and recipients. Report of the ninth United Nations/INTOSAI expert group meeting on government auditing, Vienna, Austria, 12-21 September 1990.* 1992. 200 p.**

UN Symbol: TCD/SEM.92/3 - INT-91-R79
Language availability: E
Price: Free

The report has four parts. Part one includes the report of the expert group meeting. Part two consists of the United Nations working paper on accounting and auditing of foreign aid programmes. Part three presents a synthesis paper summarizing the key points raised by experts from Bangladesh, Egypt, Ghana, Guinea, Jamaica, Mexico, Nepal, Papua New Guinea, Zaire and Zimbabwe concerning general constraints in financial management and particular problems associated with accounting and auditing of foreign aid programmes. Part four comprises the working papers by bilateral agencies, supreme audit institutions of bilateral aid agencies, regional banks and international agencies on the topic of accounting and auditing of foreign aid programmes.

***Computerization of government accounting in developing countries: project findings and recommendations.* 1991. 103 p.**

UN Symbol: TCD/SEM.91/2 - INT-90-R79
Language availability: E
Price: Free

This report is to help policy makers in developing countries initiate or improve computerization in financial management. It focuses on generally accepted accounting principles, experience with computerizing government accounting, and a computerization strategy based on simplicity, accuracy, timeliness, and flexibility. It also stresses the advantages of user-friendly microcomputers and packaged software in gaining computer experience.

***Government financial management in least developed countries.* 1991. 234 p.**

UN Symbol: ST/TCD/SER.E/15
ISBN: 92-1-123115-9
Sales No.: E.91.II.H.1
Language availability: E/F/S
Price: $25.00

This publication is the result of a research project on government financial management conducted in six least developed countries -- Bangladesh, Bhutan, Malawi, Nepal, Sierra Leone, and Somalia. It includes a synthesis paper on these case studies and the summary report of the United Nations expert group meeting on government financial management in least developed countries held in Nicosia, Cyprus, in November 1989. The publication reviews practices in government financial management covering budgeting, the impact of development planning on budgeting, budget execution and monitoring, expenditure control, cash and debt management, the realism of budget estimates, accounting systems, internal control, financial delegation, revenue collection systems, financial planning, and staffing and training. It also includes a check list of critical elements which may enable developing countries to analyse and strengthen their government financial management systems.

***Accounting and auditing of foreign aid programmes and EDP audit: report of the United Nations/INTOSAI expert group meeting on government auditin, Vienna, Austria, 12-21 September 1990.* 1991. 48 p.**

UN Symbol: TCD/SEM.90/1
Language availability: E, F
Price: Free

The report presents recommendations on accounting and auditing of foreign aid programmes and electronic data processing (EDP) audit. It also discusses specific topics under aid accountability, such as harmonization of donor accountability requirements, improving the financial management capacity of host countries, as well as accounting, auditing, and institutional and training issues.

***Training of government accountants and auditors.* 1989. 59 p.**

UN Symbol: ST/TCD/SER.E/9
ISBN: 92-1-123111-6
Sales No.: E.8 9.II.H.2
Language availability: E
Price: $7.50

This study examines the role of training in increasing the supply of qualified government accountants and auditors in developing countries. It surveys professional standards, the number of qualified accountants, the demand for accountants, national accounting qualifications, types of training institutions, course content and duration, the rate of training, and constraints encountered in training. It investigates the shortage of qualified government accountants and auditors, including low public sector pay, and it examines the implications for government training programmes. Finally, it shows how training and associated measures can be combined to ensure a better supply of financial skills to the public sector and increase retention of trained staff in government employment.

***Government accounting and financial reporting in developing countries.* 1988. 152 p.**

UN Symbol: TCD/SEM.87/3 - INT-86-R58
Language availability: E
Price: $9.00

Report of the interregional training programme held in Banjul, the Gambia, in April 1987. The report identifies features and problems in differing accounting systems and discusses how to design and improve a government accounting system in the context of a hypothetical country. It also reflects on some critical concerns, i.e. project accounting, computerization, and personnel in government accounting, and discusses objectives, requirements and major types of financial reporting.

***Audit standards in the public sector: an analysis of comparative experience.* 1987. 132 p.**

UN Symbol: ST/TCD/SER.E/4
ISBN: 92-1-123108-6
Sales No.: E.87.II.H.2
Language availability: E/S
Price: $15.00

An analysis of some public audit standards in both developed and developing countries. It includes the report of the United Nations expert group meeting on public accounting and auditing held in Vienna, Austria, 7 - 11 October 1985, and the study on audit standards with comments and suggestions by the expert group. The document provides operational guidance to developing countries in adopting and implementing audit standards.

***Government auditing and internal management control systems in developing countries: report of the sixth interregional seminar on government auditing (UN/INTOSAI), Vienna, Austria, 2-12 October 1984.* 1985. 44 p.**

UN Symbol: TCD/SEM.85/1 - INT-84-R56
Language availability: F/S
Price: Free

Report of the seminar held in Vienna, 2 - 12 October 1984. The report includes a discussion on the nature and scope of internal control and its basic elements, such as organizational structures, personnel management, the role of internal audit, management accounting and the role of supreme audit institutions in developing standards for internal management control systems. The publication is for national financial management professionals and for advisory staff and internal control bodies in government organizations.

***Accrual accounting in developing countries.* 1984. 62 p.**

UN Symbol: ST/ESA/SER.E/37
ISBN: 92-1-123047-0
Sales No.: E .84.II.H.2
Language availability: E/F/S
Price: $8.50

Report of the expert group meeting on public accounting and auditing held in Mexico City, 17 - 22 January 1984. The report includes a study on accrual accounting with comments and suggestions by the expert group. Specifically, the report tackles the problem of conventional accounting systems as sources of information and recognizes changing information needs for effective public management. It defines the role of accounting systems in providing financial information, and identifies specific areas for the application of accrual accounting and strategies for the introduction of accounting reforms. Finally, the report analyses the role of supreme audit institutions in government accounting and various approaches to the development of audit standards for developing countries.

***Annotated bibliography on staff training and development in the public sector and on public finance management, accounting and audit.* 1983. 102 p.**

UN Symbol: ST/ESA/SER.E/33
ISBN: 92-1-123005-5
Sales No.: E 83 .II.H.1
Language availability: E
Price: $11.00

The bibliography covers two key areas of interest in development administration to meet the demand from teachers and students, as well as practitioners in developing countries, in particular public administration officials and technical cooperation personnel.

***Report of the workshop on public accounting and auditing. United Nations Headquarters, New York, 2-10 March 1981.* 1981. 23 p.**

UN Symbol: TCD/SEM.81/4
Language availability: E/F/S
Price: Free

The meeting, held at the United Nations Headquarters, New York, 2 - 10 March 1981, stresses the importance of public accounting and auditing in the effective management of national development plans and programmes and in promoting international economic cooperation. It discusses new demands for public financial information; major substantive issues in government accounting; organization for accounting; and training and development of accounting personnel. It provides recommendations to strengthen public financial

management infrastructure in order to meet new demands for public financial information.

***Government accounting in economic development management.* 1977. 84 p.**

UN Symbol: ST/ESA/SER.E/10
Sales No.: E.78.II.H.2
Language availability: E/F/S
Price: $6.00

This publication examines demands made upon government accounting by developmental requirements. It contains two monographs. The first one reviews government accounting in the framework of national accounting linkages among various subsystems and ways and means of improving government accounting. The second monograph focuses on government accounting as part of the public financial infrastructure, examines accounting management needs of public enterprises, and presents some reform proposals.

Auditing

***Role of SAIs in fighting corruption and mismanagement: report on the 12th UN/INTOSI seminar on government auditing. Vienna, Austria, 21-25 October 1996.* 1997. 135 p.**

UN Symbol: ST/TCD/SER.E/58
Language availability: E,F,S,German
Price: free

Report of a seminar held in Vienna, 21-25 October 1996. It discusses general aspects of fighting corruption; the role of Supreme Audit Institutions (SAI) in detecting mismanagement and inefficiency; and strategies and measures to control corruption in public administration. It also looks at the role of SAIs in promoting efficient and effective financial management and their contribution to prevent and detect corruption in public procurement.

***Report of the third working group meeting on harmonization of donors' aid accountability requirements. Rome, Italy, 23-25 June, 1993.* 1993. 95 p.**

UN Symbol: INT-91-X09
Language availability: E
Price: Free

The report covers aid management and accountability procedures in a number of developing countries, presents the framework for harmonizing aid management and accountability suggested by the group of experts, and reviews the proposed project work plan for the future.

***Foreign aid accountability: perspectives of donors and recipients. Report of the ninth United Nations/INTOSAI expert group meeting on government auditing. Vienna, Austria, 12-21 September 1990.* 1992. 200 p.**

UN Symbol: TCD/SEM.92/3 - INT-91-R79
Language availability: E
Price: Free

The report has four parts. Part one includes the report of the expert group meeting. Part two consists of the United Nations working paper on accounting and auditing of foreign aid programmes. Part three presents a synthesis paper summarizing the key points raised by experts from Bangladesh, Egypt, Ghana, Guinea, Jamaica, Mexico, Nepal, Papua New Guinea, Zaire and Zimbabwe concerning general constraints in financial management and particular problems associated with accounting and auditing of foreign aid programmes. Part four comprises the working papers by bilateral agencies, supreme audit institutions of bilateral aid agencies, regional banks and international agencies on the topic of accounting and auditing of foreign aid programmes.

***EDP auditing: report of the United Nations/INTOSAI workshop on government auditing. Vienna, Austria, 27 May - 4 June 1992.* 1992. 31 p.**

UN Symbol: DESD/SEM.92/3 - INT-92-R71
Language availability: E
Price: Free

The report discusses basic computer concepts and the use of computers in the audit process and operations. It also includes case studies on the implementation of computer audits and characteristics of well structured accounting systems, and presents conclusions and recommendations made by the participants.

Accounting and auditing of foreign aid programmes and EDP audit: report of the United Nations/INTOSAI expert group meeting on government auditing. Vienna, Austria, 12-21 September 1990. **1991. 48 p.**

UN Symbol: TCD/SEM.90/1
Language availability: E, F
Price: Free

The report presents recommendations on accounting and auditing of foreign aid programmes and electronic data processing (EDP) audit. It also discusses specific topics under aid accountability, such as harmonization of donor accountability requirements, improving the financial management capacity of host countries, as well as accounting, auditing, and institutional and training issues.

Application of government audit standards in developing countries. **1990. 121 p.**

UN Symbol: ST/TCD/SER.E/12
ISBN: 92-1-123114-0
Sales No.: E.90.II.H.1
Language availability: E/F/S
Price: $15.50

This is a guide for audit staff in developing countries to improve their operations. It describes basic procedural techniques and illustrates forms and reporting formats that can be used in the audit process. It covers four elements of government auditing: audit planning, review of internal control systems; collection of evidence; and reporting on the audit. This publication is a sequel to "Audit standards in the public sector: an analysis of comparative experience" (ST/TCD/SER.E/4) (1987).

Application of audit standards in the public sector: report of the eighth United Nations/INTOSAI interregional seminar on government auditing. Vienna, Austria, 19-28 October 1988. **1989. 48 p.**

UN Symbol: TCD/SEM.89/1 - INT-88-R56
Language availability: E/F/S
Price: Free

This report discusses methods and procedures for the planning of audits, the evaluation of internal control systems, the collection of audit evidence and documentation, and the communication of audit results.

Training of government accountants and auditors. **1989. 59 p.**

UN Symbol: ST/TCD/SER.E/9
ISBN: 92-1-123111-6
Sales No.: E.8 9.II.H.2
Language availability: E
Price: $7.50

This study examines the role of training in increasing the supply of qualified government accountants and auditors in developing countries. It surveys professional standards, the number of qualified accountants, the demand for accountants, national accounting qualifications, types of training institutions, course content and duration, the rate of training, and constraints encountered in training. It investigates the shortage of qualified government accountants and auditors, including low public sector pay, and it examines the implications for government training programmes. Finally, it shows how training and associated measures can be combined to ensure a better supply of financial skills to the public sector and increase retention of trained staff in government employment.

Audit standards in the public sector: an analysis of comparative experience. **1987. 132 p.**

UN Symbol: ST/TCD/SER.E/4
ISBN: 92-1-123108-6
Sales No.: E.87.II.H.2
Language availability: E/S
Price: $15.00

An analysis of some public audit standards in both developed and developing countries. It includes the report of the United Nations expert group meeting on public accounting and auditing held in Vienna, Austria, 7 - 11 October 1985, and the study on audit standards with comments and suggestions by the expert group. The document provides operational guidance to developing countries in adopting and implementing audit standards.

Audit of major development programmes. **1987. 199 p.**

UN Symbol: TCD/SEM.87/1 - INT-86-R57

Language availability: E/F/S
Price: $9.00

Report of the interregional training programme on government auditing in developing countries held in Vienna, 22 - 30 September 1986. Part one of the report summarizes the results of the programme and includes the main features of the audit of major development programmes. Part two contains several case studies on the audit of different types of projects undertaken by both developed and developing countries as well as by the World Bank.

***Planning and control of public current expenditure: lessons of country experience.* 1987. 77 p.**

UN Symbol: ST/TCD/SER.E/7
ISBN: 92-1-123109-4
Sales No.: E .87.II.H.3
Language availability: E/F/S
Price: $12.00

The publication analyses experiences of developed and developing countries in applying various methods of financial control of public expenditure, indicating both successes and failures, and suggests guidelines for future reference. It also reviews some theoretical issues and specific problems that arise in the process of reshaping expenditures.

***Government auditing and internal management control systems in developing countries: report of the sixth interregional seminar on government auditing (UN/INTOSAI). Vienna, Austria, 2-12 October 1984.* 1985. 44 p.**

UN Symbol: TCD/SEM.85/1 - INT-84-R56
Language availability: F/S
Price: Free

Report of the seminar held in Vienna, 2 - 12 October 1984. The report includes a discussion on the nature and scope of internal control and its basic elements, such as organizational structures, personnel management, the role of internal audit, management accounting and the role of supreme audit institutions in developing standards for internal management control systems. The publication is for national financial management professionals and for advisory staff and internal control bodies in government organizations.

Accrual accounting in developing countries. 1984. 62 p.

UN Symbol: ST/ESA/SER.E/37
ISBN: 92-1-123047-0
Sales No.: E .84.II.H.2
Language availability: E/F/S
Price: $8.50

Report of the expert group meeting on public accounting and auditing held in Mexico City, 17 - 22 January 1984. The report includes a study on accrual accounting with comments and suggestions by the expert group. Specifically, the report tackles the problem of conventional accounting systems as sources of information and recognizes changing information needs for effective public management. It defines the role of accounting systems in providing financial information, and identifies specific areas for the application of accrual accounting and strategies for the introduction of accounting reforms. Finally, the report analyses the role of supreme audit institutions in government accounting and various approaches to the development of audit standards for developing countries.

***Annotated bibliography on staff training and development in the public sector and on public finance management, accounting and audit.* 1983. 102 p.**

UN Symbol: ST/ESA/SER.E/33
ISBN: 92-1-123005-5
Sales No.: E.83 .II.H.1
Language availability: E
Price: $11.00

The bibliography covers two key areas of interest in development administration to meet the demand from teachers and students, as well as practitioners in developing countries, in particular public administration officials and technical cooperation personnel.

***Report of the workshop on public accounting and auditing. New York, 2-10 March 1981.* 1981. 23 p.**

UN Symbol: TCD/SEM.81/4
Language availability: E/F/S
Price: Free

The meeting, held at the United Nations Headquarters, New York, 2 - 10 March 1981, stresses the importance of public accounting and

auditing in the effective management of national development plans and programmes and in promoting international economic cooperation. It discusses new demands for public financial information; major substantive issues in government accounting; organization for accounting; and training and development of accounting personnel. It provides recommendations to strengthen public financial management infrastructure in order to meet new demands for public financial information.

***Public auditing techniques for performance improvement: report of the United Nations/INTOSAI seminar on government auditing. Vienna, Austria, 14-25 May 1979.* 1980. 32 p.**

UN Symbol: ST/ESA/SER.E/20
Sales No.: E.80.II.H.1.
Language availability: E/F
Price: $ 9.00

The report includes two parts. Part one discusses principles of audit, organizational audit, performance audit, and audit of public enterprises. Part two contains papers prepared for the seminar covering experiences in Peru, Germany and Israel.

***Handbook on government auditing in developing countries.* 1977. 64 p.**

UN Symbol: ST/ESA/SER.E/8
Sales No.: E.77.II.H.4
Language availability: E /F/S
Price: $5.00

This publication examines principles and standards in government audit within the framework of national requirements. It focuses on the need for effective internal control. Recommendations to improve such control and audit are made and special standards for performance audit are examined in detail. The publication also discusses public enterprise audit and audit of development projects in developing countries.

Budgeting

***Government financial management in least developed countries.* 1991. 234 p.**

UN Symbol: ST/TCD/SER.E/15
ISBN: 92-1-123115-9
Sales No.: E.91.II.H.1
Language availability: E/F/S
Price: $25.00

This publication is the result of a research project on government financial management conducted in six least developed countries -- Bangladesh, Bhutan, Malawi, Nepal, Sierra Leone, and Somalia. It includes a synthesis paper on these case studies and the summary report of the United Nations expert group meeting on government financial management in least developed countries held in Nicosia, Cyprus, in November 1989. The publication reviews practices in government financial management covering budgeting, the impact of development planning on budgeting, budget execution and monitoring, expenditure control, cash and debt management, the realism of budget estimates, accounting systems, internal control, financial delegation, revenue collection systems, financial planning, and staffing and training. It also includes a check list of critical elements which may enable developing countries to analyse and strengthen their government financial management systems.

***Government budgeting in developing countries.* 1986. 116 p.**

UN Symbol: TCD/SEM.85/5 - INT-85-R57
Language availability: E
Price: $9.00

Report of the interregional training programme on the improvement of government budgeting in developing countries held in Cyprus in July 1985. The report has two parts. Part one deals with definitions and complementarity with other processes and presents an analysis of major budget innovations and their relevance to developing countries. Part two analyses all operational aspects of a budgetary process, such as budget structure, classification, formulation and execution, and evaluation of budget implementation.

***Annotated bibliography on staff training and development in the public sector and on public finance management, accounting and audit.* 1983. 102 p.**

UN Symbol: ST/ESA/SER.E/33
ISBN: 92-1-123005-5
Sales No.: E.83 .II.H.1
Language availability: E
Price: $11.00

The bibliography covers two key areas of interest in development administration to meet the demand from teachers and students, as well as practitioners in developing countries, in particular public administration officials and technical cooperation personnel.

***Priority areas for action in public administration and finance in the 1980s.* 1981. 19 p.**

UN Symbol: ST/ESA/SER.E/26
Sales No.: E.81.II.H.2
Language availability: E/F/ S/R
Price: $2.50

This publication is based on the report of the fifth meeting of experts on the United Nations programme in public administration and finance held in New York in January 1980. The publication deals with various problems of development administration and finance which were to deserve special attention in the 1980s. The emphasis is on identifying strategic needs and requirements in these fields, and on measures of international support that developing countries may need to meet them. It is addressed primarily to national authorities in charge of policies and reforms of public administration and finance systems in developing countries. It may also be useful to professional bodies and research and training institutions interested in development administration problems of developing countries.

***Survey of changes and trends in public administration and finance for development, 1975-1977.* 1978. 91 p.**

UN Symbol: ST/ESA/SER.E/17
Sales No.: E.78.II.H.7
Language availability: E/S
Price: $7.00

The central theme of this survey is the importance of public administration and finance in planned development. Particular attention is paid to the increasing role of government in the development process, the political environment of public administration and the international context for cooperation. The survey covers two subject areas: organizing public administration for planned development, and the machinery and processes for planning. The survey also reviews the human resources aspect of public services. Detailed consideration is given to the role of training and methods for human resources development. Sections of the survey on changes and trends in finance include such topics as budgeting and planning, tax administration, accounting and auditing. Finally, experiences in implementing four major strategies to increase the capabilities of public administration and finance systems -- administrative reform, institution building, sociopolitical and administrative planning strategies -- are described and evaluated in terms of their objectives, scopes, strengths and weaknesses.

***Report on budget management techniques in selected developed countries.* 1978. 113 p.**

UN Symbol: ST/ESA/SER.E/15
Sales No.: E.78.II.H.4
Language availability: E/F/S
Price: $4.50

This study examines the evolution of budget techniques in four developed countries -- France, the Netherlands, Sweden, and the United Kingdom. It pays special attention to those elements in their budgeting systems which are related to the programme budgeting method. The main purpose of the study is to encourage exchanges of experiences on this subject between developed and developing countries.

Financial Institutions

***United Nations directory of agencies and institutions in public administration and finance/Répertoire de l'Organisation des Nations Unies relatif aux organismes et institutions s'occupant de l'administration publique et des finances/Guía de las Naciones Unidas de organismos e instituciones que se ocupan de la administración pública y finanzas.* 1997. 169 p.**

UN Symbol: ST/TCD/SER.E/23
ISBN:92-1-023066-3
Language availability: E/F/S
Sales No.:97.II.H.2
Price: $25.00

This is an update of the Directory which was first issued in 1970 and revised in 1973 and 1981. The Directory contains the responses of 43 countries providing information relating to national policy

formation, national planning and development, coordination of technical cooperation, administrative reform and management improvement, budget and financial administration, financial institutions, personnel administration, national support service agencies, rural and local government development, regulatory administration and professional associations. The report contains countries listed alphabetically with titles, addresses and telephone and fac numbers and a short description of functions.

***The role of the public sector in the mobilization of domestic financial resources in developing countries.* 1986. 148 p.**

UN Symbol: TCD/SEM.86/3 - INT-85-R63
Language availability: F
Price: $9.00

This publication contains the proceedings of the interregional seminar held in Bangkok, 3 - 7 December 1985. It has two parts. Part one is the report of the seminar. Part two contains seminar papers on the role of the public sector in the mobilization of domestic financial resources for promoting social and economic development in developing countries; budgetary policy and the mobilization of domestic financial resources; resource mobilization in developing countries: financial institutions and policies; and surplus generation by public enterprises for national economic development.

***Savings for development, report of the third international symposium on the mobilization of personal savings in developing countries. Yaounde, Cameroon, 10 - 14 December 1984.* 1985. 114 p.**

UN Symbol: ST/ESA/171
ISBN: 92-1-104172-4
Sales No.: E.85.II.A. 17
Language availability: E
Price: $14.50

The publication consists of two parts. Part one is the report of the symposium and part two comprises selected papers presented to it. The report discusses the issues of external debt and the mobilization of personal savings in developing countries. It also suggests ways of making the institutional sector more effective, maximizing the contribution of the non-institutional financial sector to the mobilization of personal savings, and strengthening the links between the institutional sector and the non-institutional sector. Finally, it evaluates and depicts the future of the integrated programme of international cooperation for the mobilization of personal savings in developing countries.

***Savings for development, report of the second international symposium on the mobilization of personal savings in developing countries. Kuala Lumpur, Malaysia, 15-21 March 1982.* 1984. 185 p.**

UN Symbol: ST/ESA/129
Sales No.: E.84.II.A.1
Language availability: E
Price: $19.00

The publication consists of two parts. Part one is the report of the symposium and part two comprises selected papers presented to it. The main objective of the report is to formulate policy suggestions for use by financial institutions and officials in developing countries concerned with the promotion and mobilization of personal savings and the provision of credit. The report discusses the role of savings institutions in the formation of a security market and in the mobilization of funds for credit to farmers and small entrepreneurs. It also analyses contribution of provident funds to development and other contractual schemes, and provides conclusions and recommendations.

***Savings for development: report of the international symposium on the mobilization of personal savings in developing countries . Kingston, Jamaica, 4-9 February 1980.* 1981. 211 p.**

UN Symbol: ST/ESA/110
Sales No.: E.81.II.A.6
Language availability: E
Price: $16.00

The publication consists of two parts. Part one is the report of the symposium and part two comprises selected papers presented to it, organized into three major sections. The first section covers savings and inflation; savings and indexation; and interest adjustment. The second section covers savings and collective prévoyance, and the third section deals with savings behaviour and savings and credit in rural areas.

***Survey of changes and trends in public administration and finance for development, 1975-1977.* 1978. 91 p.**

UN Symbol: ST/ESA/SER.E/17
Sales No.: E.78.II.H.7
Language availability: E/S
Price: $7.00

The central theme of this survey is the importance of public administration and finance in planned development. Particular attention is paid to the increasing role of government in the development process, the political environment of public administration and the international context for cooperation. The survey covers two subject areas: organizing public administration for planned development, and the machinery and processes for planning. The survey also reviews the human resources aspect of public services. Detailed consideration is given to the role of training and methods for human resources development. Sections of the survey on changes and trends in finance include such topics as budgeting and planning, tax administration, accounting and auditing. Finally, experiences in implementing four major strategies to increase the capabilities of public administration and finance systems -- administrative reform, institution building, socio-political and administrative planning strategies -- are described and evaluated in terms of their objectives, scopes, strengths and weaknesses.

***Report of the expert group meeting on the role of development financial institutions in national economic development, United Nations headquarters, New York, 28 November-2 December 1977.* 1978. 18 p.**

UN Symbol: ST/ESA/SER.E/14
Sales No.: E.79.II.H.1
Language availability: E/F/S
Price: $2.00

Report of the expert group meeting on the role of development financial institutions in national economic development at United Nations Headquarters, 28 November - 2 December 1977. The report discusses the role of financial institutions in the provision of development finance in developing countries and suggests methods of strengthening the role of such institutions in planned development. Subjects covered include institutional and legal aspects of development banks, their sources of finance, institutional arrangements, procedures for lending operations, credit and financial analysis in project evaluation and personnel recruitment and training.

Mobilizaton of Resources

***Amélioration de l'administration fiscale dans les pays en développement: rapport du séminarie, Abdijan, Côte d'Ivoire, 24-29 mai 1992.* 1993. 269 p.**

UN Symbol: DESD/SEM.93/3 - INT-92-R74
Language availability: F
Price: Free

Vu la décroissance des apports financiers extérieurs, l'efficacité de l'administration fiscale des pays en développement est d'une importance capitale. Le séminaire d'Abidjan a été le deuxième organisé par l'ONU sur cette question. Il s'agissait de permettre aux responsables des administrations fiscales et douanières de pays en développement et développés d'échanger des informations et d'examiner leur experience nationale pour dégager des recommandations visant a améliorer ces administrations. Le rapport du séminaire comprend trois parties. La première examine les grands thèmes traités (fiscalité en Afrique; réformes fiscales et amélioration de l'administration fiscale; formation d'administrateurs fiscaux; projet de création du Centre des Nations Unies pour l'administration fiscale) et formule des conclusions et recommandations. La deuxième partie contient 10 documents de travail présentés au séminaire et rédigés par le Secrétariat ou par des spécialistes extérieurs. La troisieme partie constitue un rapport de synthèse sur la fiscalité et l'ajustement structurel en Afrique francophone.

***Savings and credit for development: report of the international conference on savings and credits for development, Klarskovgard, Denmark, 28-31 May 1990.* 1992. 384 p.**

UN Symbol: ST/ESA/221
ISBN: 92-1-104379
Sales No.: E.92.II.A.1
Language availability: E/F/S
Price: $35.00

This publication presents the proceedings of the conference: part one is the report of the confer-

ence; part two contains the papers presented to it. The main objective of the report is to assist policy makers in the design of appropriate and effective policies to promote the development of the financial sector in developing countries, as well as to further the understanding by donor countries of current issues in financial sector development. The report discusses the impact of economic policies on savings mobilization and credit allocation, analyses the possible methods of attracting foreign savings, and provides final recommendations and conclusions.

Report of the United Nations interregional seminar on improving revenue administration in developing countries. Harare, Zimbabwe, 5-9 November 1990. **1992. 239 p.**

UN Symbol: TCD/SEM.92/6 - INT-90-R77
Language availability: E
Price: Free

The report has three parts. Part one contains the proceedings of the seminar in the form of a thematic summary of the debate, followed by conclusions and recommendations for action. Part two contains the papers prepared for the seminar on enhancing effectiveness and efficiency of tax administration; comparing income tax administration in developed and developing countries; and the role of the International Monetary Fund in tax reform. Part three presents country case studies on Bangladesh, Kenya, Pakistan, Tanzania and Trinidad and Tobago.

The role of the public sector in the mobilization of domestic financial resources in developing countries. **1986. 148 p.**

UN Symbol: TCD/SEM.86/3 - INT-85-R63
Language availability: F
Price: $9.00

This publication contains the proceedings of the interregional seminar held in Bangkok, 3 - 7 December 1985. It has two parts. Part one is the report of the seminar. Part two contains seminar papers on the role of the public sector in the mobilization of domestic financial resources for promoting social and economic development in developing countries; budgetary policy and the mobilization of domestic financial resources; resource mobilization in developing countries: financial institutions and policies; and surplus generation by public enterprises for national economic development.

Savings for development, report of the third international symposium on the mobilization of personal savings in developing countries. Yaounde, Cameroon, 10 - 14 December 1984. **1985. 114 p.**

UN Symbol: ST/ESA/171
ISBN: 92-1-104172-4
Sales No.: E.85.II.A. 17
Language availability: E
Price: $14.50

The publication consists of two parts. Part one is the report of the symposium and part two comprises selected papers presented to it. The report discusses the issues of external debt and the mobilization of personal savings in developing countries. It also suggests ways of making the institutional sector more effective, maximizing the contribution of the non-institutional financial sector to the mobilization of personal savings, and strengthening the links between the institutional sector and the non-institutional sector. Finally, it evaluates and depicts the future of the integrated programme of international cooperation for the mobilization of personal savings in developing countries.

Savings for development, report of the second international symposium on the mobilization of personal savings in developing countries. Kuala Lumpur, Malaysia, 15-21 March 1982. **1984. 185 p.**

UN Symbol: ST/ESA/129
Sales No.: E.84.II.A.1
Language availability: E
Price: $19.00

The publication consists of two parts. Part one is the report of the symposium and part two comprises selected papers presented to it. The main objective of the report is to formulate policy suggestions for use by financial institutions and officials in developing countries concerned with the promotion and mobilization of personal savings and the provision of credit. The report discusses the role of savings institutions in the formation of a security market and in the mobilization of funds for credit to farmers and small entrepreneurs. It also analyses contribution of provident funds to

development and other contractual schemes, and provides conclusions and recommendations.

***Savings for development: report of the international symposium on the mobilization of personal savings in developing countries. Kingston, Jamaica, 4-9 February 1980.* 1981. 211 p.**

UN Symbol: ST/ESA/110
Sales No.: E.81.II.A.6
Language availability: E
Price: $16.00

The publication consists of two parts. Part one is the report of the symposium and part two comprises selected papers presented to it, organized into three major sections. The first section covers savings and inflation; savings and indexation; and interest adjustment. The second section covers savings and collective prévoyance, and the third section deals with savings behaviour and savings and credit in rural areas.

***Customs organization and administration in developing countries: major considerations.* 1977. 29 p.**

UN Symbol: ST/ESA/SER.E/11
Sales No.: E.77.II.H .3
Language availability: E
Price: $2.00

This publication outlines issues in customs organization and administration. It stresses the importance of sound customs legislation, offers suggestions on the organization of customs administration, and examines major aspects of customs control and procedures. Topics discussed include: advantages of the Brussels Tariff Nomenclature over the traditional classification of goods; problems involved in the valuation of goods for customs purposes; and the operation of free zones.

Public Enterprises

***Performance contracting for public enterprises: papers presented at an expert group meeting, New York, 26-27 April 1994.* 1995. 234 p.**

ISBN: 92-1-123120-5
Sales No.: E.95.II.H.2
Language availability: E
Price: $ 35.00

Country studies on the experience of performance contracting in China, the Gambia, India, Kenya, Korea and Pakistan. The report discusses the theory and practice of performance contracting including its nature and rationale and the prerequisites for introducing it to a specific public enterprise.

***Guidelines on performance contracting: a practitioner's manual.* 1995. 102 p.**

ISBN: 92-1-123119-1
Sales No.: E.95.II.H.1
Language availability: E
Price: $25.00

This manual is intended to assist governments of developing countries and transitional economies, donor agencies, and consultants working on public enterprise reform, in the design and improvement of performance contracting systems. It is aimed at enabling public enterprises and other public agencies and their government supervisors to achieve their developmental objectives more effectively.

***Development of small- and medium-sized enterprises in developing countries in transition.* 1995. 184 p.**

UN Symbol: DDSMS/SEM.95/4 - INT-93-R79
Language availability: E
Price: Free

Report of an interregional workshop on development of small- and medium-sized enterprises in developing countries in transition held in Hanoi, Viet Nam, 30 March - 1 April 1994. The report centres on four main themes: experience of Vietnam, experiences of selected Asian countries (China, Hong Kong, the Republic of Korea), financing and financial management, and quality control. Part three of the report, covering issues on financing and financial management, presents a banker's viewpoint of sound financial management in an Indian case study with reference to financial statements, working capital, cost control, inventory management, staff training and auditing. The discussion of quality control in part four covers, inter alia, bringing product specifications into line with international standards and packing products to meet consumer tastes.

***Methods and practices of privatization. Kenya and Bangladesh, 23-27 November 1992 (Kenya) 1-6 December 1992 (Bangladesh).* 1993. 219 p.**

UN Symbol: INT-92-R82
Language availability: E
Price: Free

The report of the workshops held in Kenya, 23 - 27 November 1992 and Bangladesh, 1 - 6 December 1992, covers planning for privatization, policy-making, privatization methods, financing privatization and post-privatization regulations. It includes a regulatory framework for privatized monopolies and an analysis of two privatization case studies in Kenya and Bangladesh.

***Interregional seminar on the role of the public sector in promoting the economic development of developing countries. Nairobi, Kenya, 9-19 January 1991.* 1992. 70 p.**

UN Symbol: TCD/SEM.92/1 - INT-90-R76
Language availability: E
Price: Free

This report contains a discussion summary and recommendations and a review of country case studies, covering the experiences of Argentina, Egypt, Korea, and Poland. The report analyses the role of the public sector in promoting economic development. Specifically, it discusses this role in the areas of planning and development priorities; improving institutional and technical capacities for national and international measures; mobilizing national resources for development; rationalizing public enterprises, including privatization; and environmental concerns.

***Governance and structural transformation in transitional economies. Report of the meeting. Moscow, USSR, 23-26 September 1991.* 1992. 237 p.**

UN Symbol: TCD/SEM.92/12 - INT-91-R75
Language availability: E
Price: Free

The report contains the proceedings and papers of the seminar held in Moscow from 23 - 26 September 1991. It provides guidelines on regulating the transformation process, particularly in legal areas by suggesting the development of a legal framework; in the social sector to protect vulnerable groups; in the financial field by promoting the development of a capital market; and in the environmental field to stop environmental degradation during the transformation process. It also suggests that governments should adapt and be strengthened in their policy analysis role to organize and facilitate the transition.

***Public joint ventures in developing countries: organization, management and critical issues.* 1989. 144 p.**

UN Symbol: ST/TCD/SER.E/6
ISBN: 92-1-123110-8
Sales No.: E.89. II.H.1
Language availability: E/F/S
Price: $17.00

This is a compilation of empirical data on public joint ventures, particularly their size, location, organization, operation and problems. The study includes two parts. Part one summarizes the discussions and conclusions of the United Nations expert group meeting on management of public joint ventures among developing countries, held in New York, 13 - 17 January 1986. It covers the organization, management and operation of public joint ventures and the critical problems they face in improving their performance. Part two contains papers by consultants. The study should help improve the operation of public joint ventures and organize new ones.

***Role and extent of competition in improving the performance of public enterprises: proceedings of a United Nations interregional seminar. New Delhi, India, 12-19 April 1989.* 1989. 93 p.**

UN Symbol: TCD/SEM.89/2 - INT-88-R59
Language availability: E/F/S
Price: Free

The main objectives of the seminar were to: (1) examine the role and extent of competition in improving public enterprises performance; (2) review the general thrust of current public enterprise reforms and explore the potential for competition for specific types of public enterprises such as natural monopolies, statutory monopolies, and competitive firms; and (3) develop appropriate policy guidelines to improve the efficiency of public enterprises.

***Entrepreneurship and economic development. Journal of Development Planning, No.18.* 1988. 267 p.**

UN Symbol: ST/ESA/206
ISBN: 92-1-104296-8
Sales No.: E.88.II.A.13
Language availability: E
Price: $22.00

This issue of the journal presents a collection of essays from academics discussing the impact that entrepreneurship can, and in some cases does, have on economic development. The focus is also placed on the contribution made by women entrepreneurs.

***Mobilization of domestic and external finance for development. Kathmandu, Nepal, 10 - 19 June 1985.* 1987. 171 p.**

UN Symbol: TCD/SEM.86/7 - INT-84-R05
Language availability: E
Price: Free

Report of the interregional workshop on development planning held in Kathmandu, 10 - 19 June 1985. It includes seven technical papers prepared for the workshop which embodied both conceptual reasoning and empirical information on a cross-country basis. Topics include: experience in raising funds for development, ensuring effective contribution of public enterprises to national savings, issues of government and private saving, foreign finance for development, and issues in the management of short-term requirements of foreign exchange.

***Economic performance of public enterprises: major issues and strategies for action.* 1986. 266 p.**

UN Symbol: ST/TCD/SER.E/2
ISBN: 92-1-123103-5
Sales No.: E.85 .II.H.4
Language availability: E/F/S
Price: $25.00

Report of an international symposium held in Islamabad, Pakistan in November 1981. The report is divided into two parts. Part one includes the main conclusions and recommendations of the symposium and a summary of the discussions. Part two includes a number of technical papers discussed at the symposium covering economic performance of public enterprises, their role in the economies of developing countries, the role of financial institutions in the financing of public enterprises, public enterprise pricing policies and manpower development in public enterprises.

***Issues and priorities in public administration and finance in the Third United Nations Development Decade.* 1984. 27 p.**

UN Symbol: ST/ESA/SER.E/34
ISBN: 92-1-123046-2
Sales No.: E.83 .II.H.4
Language availability: E/S
Price: $7.00

This monograph is based on the report of the sixth meeting of experts on the United Nations programme in public administration and finance. The meeting discussed major developments in public administration and finance in developing countries and recommended actions, at both the national and international levels, to increase administrative and managerial capabilities for development. The monograph analyses the challenges and constraints in specific aspects of development administration, reviews national actions to enhance the development capacities of public administration and finance systems and considers alternative systems for the delivery of development services that would increase the effectiveness of resource management and achieve cost efficiencies at the same time. It provides guidelines to formulate objectives and priorities in overall systems and in their various components so that new management packages can be better attuned to changing circumstances. Issues and priorities are geared primarily to national authorities and administrators engaged in deciding and implementing policies and programmes to reform public administration and finance systems in developing countries. The monograph may also be of interest to research and training institutions and to professionals working in development administration.

***Performance evaluation of public enterprises in developing countries: criteria and institutions. Ljubljana, Yugoslavia, 22 - 26 November 1983 .* 1984. 295 p.**

UN Symbol: TCD/SEM.84/5
Language availability: E
Price: Free

Report of an interregional workshop held in Ljubljana, Yugoslavia, 22 - 26 November 1983. The first part of the report highlights the concept of performance evaluation in public enterprises and analyses related topics, such as financial performance, productive efficiency, social performance and institutional arrangements. It also provides conclusions and recommendations. The second part presents several country studies illustrating various experiences in this field.

Changes and trends in public administration and finance for development, second survey, 1977-1979. **1982. 92 p.**

UN Symbol: ST/ESA/SER.E/27
ISBN: 92-1-123009-8
Sales No.: E.82.II.H.1
Language availability: E/F/S
Price: $10.00

The survey is divided into three parts. Parts one and three highlight critical issues in a number of fields in public administration, public finance, and public enterprises. The discussions are general in nature with a slant towards a regional perspective on changes and trends. Part two focuses on development in public personnel systems. Specifically, it discusses human resources planning and recruitment in the public service. It also reviews various issues associated with classification and compensation, career development and training in the public sector.

Public auditing techniques for performance improvement: report of the United Nations/INTOSAI seminar on government auditing. Vienna, Austria, 14-25 May 1979. **1980. 32 p.**

UN Symbol: ST/ESA/SER.E/20
Sales No.: E.80.II.H.1.
Language availability: E/F
Price: $ 9.00

The report includes two parts. Part one discusses principles of audit, organizational audit, performance audit, and audit of public enterprises. Part two contains papers prepared for the seminar covering experiences in Peru, Germany and Israel.

Survey of changes and trends in public administration and finance for development, 1975-1977. **1978. 91 p.**

UN Symbol: ST/ESA/SER.E/17
Sales No.: E.78.II.H.7
Language availability: E/S
Price: $7.00

The central theme of this survey is the importance of public administration and finance in planned development. Particular attention is paid to the increasing role of government in the development process, the political environment of public administration and the international context for cooperation. The survey covers two subject areas: organizing public administration for planned development, and the machinery and processes for planning. The survey also reviews the human resources aspect of public services. Detailed consideration is given to the role of training and methods for human resources development. Sections of the survey on changes and trends in finance include such topics as budgeting and planning, tax administration, accounting and auditing. Finally, experiences in implementing four major strategies to increase the capabilities of public administration and finance systems -- administrative reform, institution building, sociopolitical and administrative planning strategies -- are described and evaluated in terms of their objectives, scopes, strengths and weaknesses.

A practical guide to performance improvement programming in public organizations. **1977. 27 p.**

UN Symbol: ST/ESA/SER.E/9
Sales No.: E.77.II.H.5
Language availability: E/F/S
Price: $3.00

The objective is to illustrate an approach towards increasing the effectiveness of public organizations. The Performance Improvement Programming (PIP) approach encapsulates within a basic instrument a number of techniques involving organizational development, behavioural science and modern management. On the basis of the findings from the experimental PIP workshops conducted in the East African Community Corporations, it provides a step-by-step description of a method to be applied by a management team in solving particular management problems.

Handbook on government auditing in developing countries. **1977. 64 p.**

UN Symbol: ST/ESA/SER.E/8

Sales No.: E.77.II.H.4
Language availability: E /F/S
Price: $5.00

This publication examines principles and standards in government audit within the framework of national requirements. It focuses on the need for effective internal control. Recommendations to improve such control and audit are made and special standards for performance audit are examined in detail. The publication also discusses public enterprise audit and audit of development projects in developing countries.

***Government accounting in economic development management.* 1977. 84 p.**

UN Symbol: ST/ESA/SER.E/10
Sales No.: E.78.II.H.2
Language availability: E/F/S
Price: $6.00

This publication examines demands made upon government accounting by developmental requirements. It contains two monographs. The first one reviews government accounting in the framework of national accounting linkages among various subsystems and ways and means of improving government accounting. The second monograph focuses on government accounting as part of the public financial infrastructure, examines accounting management needs of public enterprises, and presents some reform proposals.

Taxation

***Guidelines for improving tax administration in developing countries: improving the efficiency and effectiveness of tax administration and strengthening domestic financial resource mobilization.* 1997. 48 p.**

UN Symbol: ST/TCD/SER.E/29
ISBN: 92-1-123124-8
Sales No.: E.97.II.H.4
Language availability: E
Price: $10.00

Guidelines provide a practical source of guidance and feasible approaches to the resolution of issues and problems involved in tax evasion and tax avoidance. Guidelines include reforming the structural organization of tax administration, enhancing the performance of support functions of the tax administration, as well as a discussion of taxpayer education, information and assistance.

***Amélioration de l'administration fiscale dans les pays en développement: rapport du séminarie. Abdijan, Côte d'Ivoire, 24-29 mai 1992.* 1993. 269 p.**

UN Symbol: DESD/SEM.93/3 - INT-92-R74
Language availability: F
Price: Free

Vu la décroissance des apports financiers extérieurs, l'efficacité de l'administration fiscale des pays en développement est d'une importance capitale. Le séminaire d'Abidjan a été le deuxième organisé par l'ONU sur cette question. Il s'agissait de permettre aux responsables des administrations fiscales et douanières de pays en développement et développés d'échanger des informations et d'examiner leur experience nationale pour dégager des recommandations visant a améliorer ces administrations. Le rapport du séminaire comprend trois parties. La première examine les grands thèmes traités (fiscalité en Afrique; réformes fiscales et amélioration de l'administration fiscale; formation d'administrateurs fiscaux; projet de création du Centre des Nations Unies pour l'administration fiscale) et formule des conclusions et recommandations. La deuxième partie contient 10 documents de travail présentés au séminaire et rédigés par le Secrétariat ou par des spécialistes extérieurs. La troisieme partie constitue un rapport de synthèse sur la fiscalité et l'ajustement structurel en Afrique francophone.

***International tax agreements. Vol. IX, No. 54.* 1992. 71 p.**

UN Symbol: ST/ESA/SER.C/9/supp.54
ISBN: E.92. XVI.1
Sales No.: 92-1-159086-8
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises.

***International tax agreements. Vol. IX, No. 55.* 1992. 68 p.**

UN Symbol: ST/ESA/SER.C/9/supp.55

ISBN: 92-1-159088-4
Sales No.: E.92. XVI.3
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises. Series include agreements between Canada and Ivory Coast, Pakistan and Norway and United Kingdom, Federal Republic of Germany and Zimbabwe and the United States.

International cooperation in tax matters: report of the ad hoc group of experts on international cooperation in tax matters on the work of its sixth meeting, Geneva, Switzerland, 11-17 December 1991. **1992. 35 p.**

UN Symbol: ST/ESA/230
ISBN: 92-1-159087-6
Sales No.: E.92.XVI .2
Language availability: E/F/S
Price: $10.00

The report discusses (a) the procedures, processes and modalities of exchange of information; (b) the problems arising out of the taxation of income from the transfer of technology, including patents and other forms of intellectual property and the provision of technical services; and © the impact of the United Nations Model Double Taxation Convention between Developed and Developing countries.

Report of the United Nations interregional seminar on improving revenue administration in developing countries. Harare, Zimbabwe, 5-9 November 1990. **1992. 239 p.**

UN Symbol: TCD/SEM.92/6 - INT-90-R77
Language availability: E
Price: Free

The report has three parts. Part one contains the proceedings of the seminar in the form of a thematic summary of the debate, followed by conclusions and recommendations for action. Part two contains the papers prepared for the seminar on enhancing effectiveness and efficiency of tax administration; comparing income tax administration in developed and developing countries; and the role of the International Monetary Fund in tax reform. Part three presents country case studies on Bangladesh, Kenya, Pakistan, Tanzania and Trinidad and Tobago.

International tax agreements. Vol. IX, No. 53. **1991. 65 p.**

UN Symbol: ST/ESA/SER.C/9/supp.53
ISBN: E.91. XVI.3
Sales No.: 92-1-159084-1
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises. Series include agreements with Indonesia and Austria, German Democratic Republic and New Zealand, United Kingdom and Belgium and Nigeria, and Korea and Indonesia.

International cooperation in tax matters: report of the ad hoc group of experts on international cooperation in tax matters on the work of its fifth meeting. **1990. 39 p.**

UN Symbol: ST/ESA/217
ISBN: 92-1-159083-3
Sales No.: E. 90.XVI.3
Language availability: E
Price: $10

The fifth meeting was held in Geneva, from 6 - 12 December 1989. The report covers (a) the mutual consultation procedure under the United Nations model double taxation convention (b) the monitoring of the impact of the United Nations model convention on bilateral negotiations and © tax-sparing credit in selected countries.

International tax agreements. Vol. IX. No. 51. **1990. 44 p.**

UN Symbol: ST/ESA/SER.C/9/supp.51
ISBN: E.90.XVI.1
Sales No.: 92-1-159081-7.
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricul-

tural enterprises; or maritime and air transport enterprises. Series include agreements with Pakistan and Bangladesh, Canada and India, Netherlands and Turkey, Pakistan and Norway, United Kingdom and Pakistan, and United States and Germany.

***International tax agreements. Vol. IX. No. 52.* 1990. 62 p.**

UN Symbol: ST/ESA/SER.C/9/supp.52
ISBN: E .90.XVI.2
Sales No.: 92-1-159082-5
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises. Series include agreements between Sri Lanka and Yugoslavia and Norway, Pakistan and the Republic of Korea and Denmark, Netherlands and Malaysia and India.

***International tax agreements. Vol. IX. No. 49.* 1989. 73 p.**

UN Symbol: ST/ESA/SER.C/9/supp.49
ISBN: E .89.XVI.1
Sales No.: 92-1-159079-5
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises. Series include agreements between United States and Indonesia, Belgium, Sweden, Venezuela; Australia and China, India, the Netherlands and Italy; and Sweden and Canada.

***International tax agreements. Vol. IX. No. 50.* 1989. 64 p.**

UN Symbol: ST/ESA/SER.C/9/supp.50
ISBN: E .89.XVI.2
Sales No.: 92-1-159080-9
Language availability: E/F/S
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises. Series include agreements with Australia and Finland, Canada and the Soviet Union, Pakistan and Turkey, Pakistan and Sweden, and Canada and China.

***Contributions to international cooperation in tax matters.* 1988. 40 p.**

UN Symbol: ST/ESA/203
ISBN: 92-1-159076-0
Sales No.: E.88.XVI.1
Language availability: E
Price: $10.00

This publication contains the results of the deliberations at the fourth meeting of the ad hoc group of experts on international co-operation in tax matters held in Geneva, Switzerland, 30 November - 11 December 1987. It provides data relating to the prevention of abuse of tax treaties (treaty shopping), thin or hidden capitalization, cooperation between tax authorities and resolving international tax disputes.

***International tax agreements. Vol. IX. No. 47.* 1988. 66 p.**

UN Symbol: ST/ESA/SER.C/9/supp.47
ISBN: E .88.XVI.2
Sales No.: 92-1-159077-9
Language availability: E
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises, or maritime and air transport enterprises. Series include agreements between Finland and Sri Lanka, United Kingdom and the Soviet Union, Canada and Guyana, the Netherlands and Malta.

***International tax agreements. Vol. IX. No. 48.* 1988. 66 p.**

UN Symbol: ST/ESA/SER.C/9/supp.48
ISBN: E .88.XVI.3
Sales No.: 92-1-159078-7
Language availability: E
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricul-

tural enterprises; or maritime and air transport enterprises. Series include agreements between Australia and Norway, Korea, United States of America, Ireland and Malta.

***International cooperation in tax matters: report of the ad hoc group of experts on international cooperation in tax matters on the work of its third meeting.* 1987. 142 p.**

UN Symbol: ST/ESA/185
ISBN: 92-1-159074-4
Sales No.: E.87.XV I.1
Language availability: E
Price: $15.00

This is the report of the third meeting of the ad hoc Group of Experts, held in Geneva, 9 - 20 December 1985. The report provides a review of the experience of countries in the bilateral application of the United Nations Model Double Taxation Convention between Developed and Developing Countries based on a questionnaire sent to national tax administrations of Member States.

***International tax agreements. Vol. IX. No. 46.* 1987. 76 p.**

UN Symbol: ST/ESA/SER.C/9/supp.46
ISBN: E .87.XVI.2
Sales No.: 92-1-159075-2
Language availability: E
Price: $10.00

Loose-leaf series on the status of international taxation agreements on income and fortune; movable capital; commercial, industrial, and agricultural enterprises; or maritime and air transport enterprises. Series includes agreements between Canada and Dominican Republic, Australia and Denmark, Australia and Malaysia, Federal Republic of Germany and Turkey and the United Kingdom and Norway.

***International tax agreements. Vol. IX. No. 45.* 1986. 66 p.**

UN Symbol: ST/ESA/SER.C/9/supp.45
ISBN: E .86.XVI.1
Sales No.: 92-1-159073-6
Language availability: E
Price: $10.00

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International tax agreements. Vol. IX. No. 39. **1983. 48 p.**

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The publication consists of two parts. Part one contains articles on the scope of the convention, taxation of income and capital and methods for the elimination of double taxation. It also covers provisions for the exchange of information between contracting States and the implementation of mutual agreement procedures. Part two contains commentaries on the articles.

***Tax treaties between developed and developing countries.* 1980. 23 p.**

UN Symbol: ST/ESA/101
ISBN: 92-1-159025-6
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Report of the eighth meeting of the group of experts on tax treaties between developed and developing countries, held in Geneva, Switzerland, 10 - 21 December 1979. The report discusses the finalization of the articles of the draft model bilateral convention and the commentaries. It also discusses the future work of the group on international taxation dealing with the problems of international tax evasion and avoidance, international cooperation to combat tax evasion and avoidance, and provides suggestions for action.

***Manual for the negotiation of bilateral tax treaties between developed and developing countries.* 1979. 190 p.**

UN Symbol: ST/ESA/94
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The manual consists of three parts. Part one contains an analytical and historical review of international double taxation and tax evasion and avoidance. Part two contains consolidated guidelines on provisions in a bilateral tax treaty between a developing country and a developed country. Part three contains suggestions on procedural aspects of tax treaty negotiations and the application of the guidelines.

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Final report of the thirteenth biennial meeting of national recruitment services. Cairo, Egypt, 29 March - 2 April 1993. **1993. 68 p.**

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Interregional capacity-building workshop on project design, project personnel management and training for senior cadres of national recruitment services in developing countries. Beijing, China, 16-30 May 1993. **1993. 90 p.**

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